



MY BROTHER'S KEEPER

A MESSAGE TO ALL BLACK BOYS AND MEN OF COLOR

MILWAUKEE BLACK MALE ACHIEVEMENT ADVISORY COUNCIL



ACKNOWLEDGEMENTS

This action plan is the result of a broad range of individuals, coalitions, and organizations committing their time, resources, actions, and expertise. There are more contributors than we are able to acknowledge here; however, we do want to recognize the invaluable contributions of a select few groups for the central role they played in the development of this plan.

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VISION

A MESSAGE TO ALL BOYS AND MEN OF COLOR

MILWAUKEE BLACK MALE ACHIEVEMENT ADVISORY COUNCIL

5-YEAR MBK OBJECTIVE

Our vision is to live in a Milwaukee that is a more desirable place for you and your families to grow up, work, play, and live out your very best future. Milwaukee will be a place where you are able to live with a sense of dignity, purpose, and infinite potential. Our city will be a place where boys and men of color feel connected, appreciated, and supported. We will achieve this vision when boys and men of color are equally represented, participating fully, and actively shaping Milwaukee's economic, social, cultural, and political opportunities. In this plan, we outline how we will achieve the long term vision by working to meet annual SMART goals and objectives as follows:

15 YEAR VISION

Boys and men of color will be equally represented, participating fully, and actively shaping Milwaukee's economic, social, cultural, and political opportunities.

5 YEAR OBJECTIVE

To establish a city-led continuous improvement process that will create sustainable institutions and pathways toward meeting our long-term vision.

ANNUAL PRIORITIES & SMART GOALS

We will focus on 10 Priorities and associated SMART goals to help us achieve our 5-year objective

ANNUAL PRIORITIES & SMART GOALS

MILWAUKEE'S MY BROTHER'S KEEPER CHALLENGE

We arrived at our vision, objectives, and goals as a response to President Obama's national call to action. In February 2014, President Obama launched My Brother's Keeper (MBK), a national effort dedicated to creating opportunities for all boys and young men of color. When addressing the need for this effort, President Obama stated in his announcement: "Fifty years after Dr. King talked about his dream for America's children, the stubborn fact is that the life chances for the average black and brown child in this country lags behind by almost every measure and is worse for boys and young men... And the worst part is we've become numb to these statistics... We just assume this is an inevitable part of American life, instead of the outrage that it is... But these statistics should break our hearts, and they should compel us to act."¹

We, the members of the Black Male Achievement Advisory Council (BMAAC)², community members and residents from all walks of life, are not numb to the statistics.

WE ARE COMPELLED TO ACT.

We believe that Milwaukee must change itself to better serve you - boys and men of color - to ensure that you have the life chances and opportunities to reach your fullest potential. This document, the Milwaukee My Brother's Keeper Action Plan, is a statement of our collective commitment to take responsible actions that will recognize your full humanity and broaden your life possibilities. Our ten focus priorities for boys and men of color over the next five years are as follows:

- 1 Graduate male students' of color from high school ready for college and or the workplace
- 2 Accept, retain, and graduate males of color from post-secondary education or job training programs
- 3 Make workplaces attractive and accessible to males of color
- 4 Retain and promote employees who identify as males of color
- 5 Increase the capacity of males of color to combat violence and victimization
- 6 Improve the administration of justice for boys and men of color
- 7 Protect the physical, emotional, mental, and spiritual wellness of men and boys of color
- 8 Fuel creative and entrepreneurial innovations among boys and men of color
- 9 Increase the representation and participation in decision-making bodies and processes across all sectors for boys and men of color
- 10 Establish alternative community-based institutions to sustain BMOC achievement efforts

¹ Office of the Press Secretary (27 February 2014). Remarks by the President on "My Brother's Keeper" Initiative. The White House, Washington, DC. Retrieved from <https://www.whitehouse.gov/the-press-office/2014/02/27/remarks-president-my-brothers-keeper-initiative> on January 5, 2016.

² Black Male Achievement Advisory Council (BMAAC). Retrieved from <http://city.milwaukee.gov/bma#.Vo8Pa0aBRmw> on January 7, 2016.



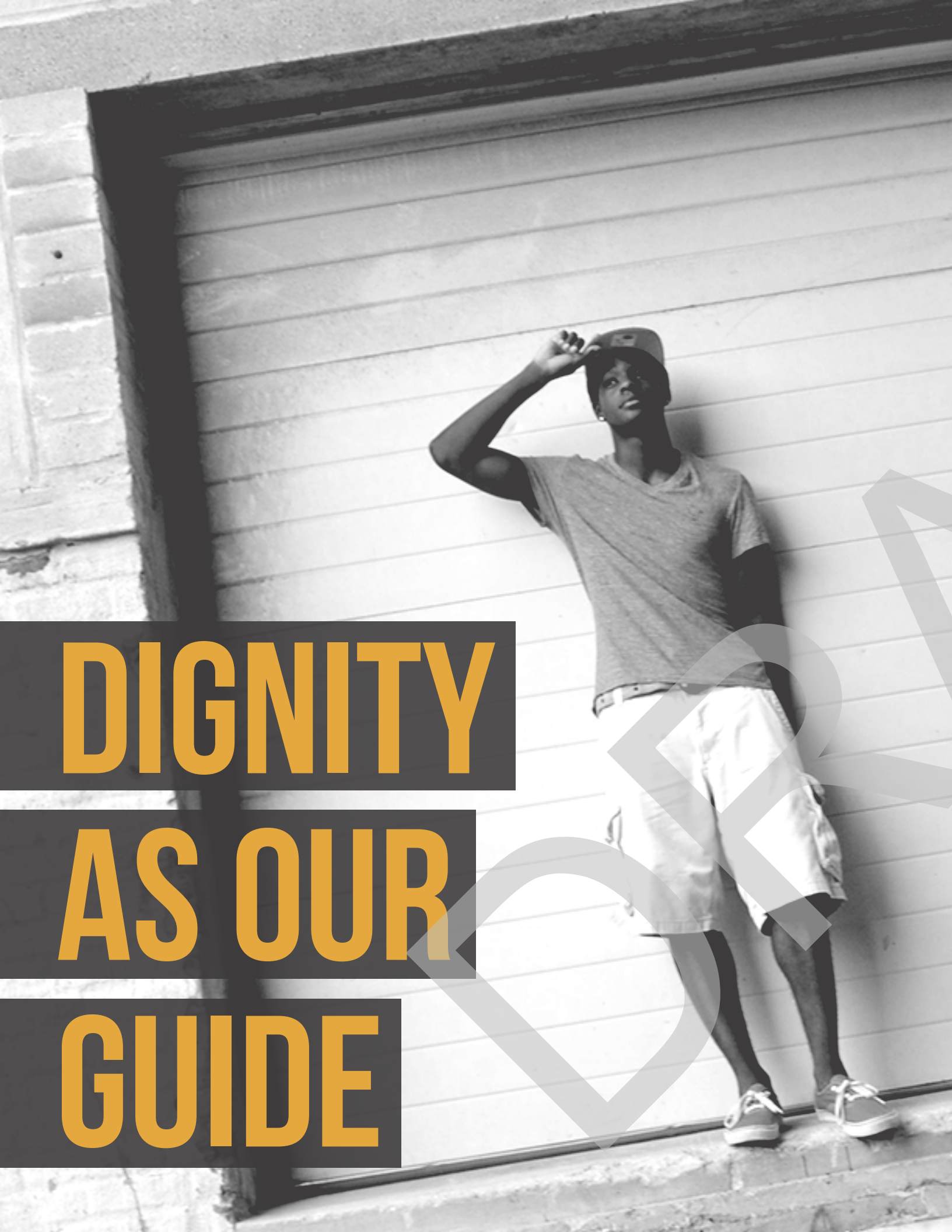
We developed the priorities and this action plan first and foremost with you - boys and young men of color who are members of the Milwaukee community - in mind. However, we understand the importance of engaging anyone and everyone who is interested in correcting the injustices that you live with on a daily basis. As much as we would hope for every person in the City of Milwaukee to support the agenda we lay out in the action plan, everyone will not. Still, our priority is broad in scope; we would like full community engagement.

For those who are committed and interested: we have work to do. Our collective work will be centered on ensuring that you are afforded the chance to live a life of dignity and promise. We want you to live free from all forms of violence. We want you to live free from fear and insecurity. We want you to be able to earn a living. We want you to know your contributions matter. We want you to feel welcomed wherever you go. We want you to feel respected and valued.

FOCUS ON CONTINUOUS IMPROVEMENT

The My Brother's Keeper Challenge and the current momentum to serve boys of men and color will not last forever and will require a continuous improvement cycle of planning, acting, and learning. As a governmental organization, we can set a process of change in motion. But sustaining improvement for years to come will require a broad range of stakeholders from our local communities. Knowing that we cannot do this work alone, we are mindful about where we place our energies.

YOU ARE WHERE WE BEGIN. AND OUR VISION IS WHERE WE END.



DIGNITY AS OUR GUIDE



GUIDING PRINCIPLES AND THEORY OF CHANGE

We want our city's institutions to develop a demonstrated track-record of serving you in ways that recognize, cultivate, and preserve you, and that recognize, cultivate, and preserve your families' and communities' rights to full inclusion in our city. Simply put: **we want you to live a life of dignity.** In a world where people in positions of power often take matters of *dignity* for granted, treating you with dignity requires that we work with intention. Placing your dignity in the front and center of our work serves as a continual reminder of your rights and potential. A clear focus on you also provides a compass for how we work *with* and *on behalf* of you.

You may wonder why we are choosing to focus on you. Here is the answer

YOU MATTER. YOUR LIFE MATTERS. YOUR SAFETY MATTERS. YOU ARE IMPORTANT. WE VALUE YOUR PRESENCE. WE VALUE YOUR DETERMINATION, CREATIVITY, AND COURAGE. WE VALUE YOUR MINDS, THOUGHTS, HOPES, AND DREAMS. WE VALUE YOUR BODIES AND BODILY SAFETY. WE NEED TO DO A BETTER JOB OF DEMONSTRATING HOW MUCH WE VALUE YOU. WE NEED TO DO A BETTER JOB AT SUPPORTING YOU.

OUR COMMITMENT TO TREATING YOU WITH DIGNITY

We will treat you with dignity. You do not deserve to be stuck in life. You do not deserve to be humiliated, degraded, or unduly harmed. Ever. No matter your state or condition, you deserve to be treated humanely. You deserve more opportunities to be your best self. We will not consider our efforts successful until and unless you can say with certainty that our city and the institutions within it serve you in ways that recognize, cultivate, and preserve your dignity. Nothing less than your full inclusion in the economic, social, cultural, and political life that our city offers is acceptable.

WHAT IS DIGNITY?

Dignity is a complex idea. But in its simplest terms, *dignity is about your value as a human being*. Dignity is your inherent value as a human being who has the right to live in this society and world free from intimidation, insecurity, violence, and humiliation. To ensure your value as a human being is honored and that you can move through the world treated with and acting with dignity, we must reduce and eliminate experiences that chip away at your sense of self-value. The priorities we developed are intended to systematically reduce negative or humiliating experiences while enhancing and cultivating positive ones. Local researchers developed the dignity-based approach by conducting a qualitative needs assessment of BMOC service providers in the Milwaukee region.³ The findings of that research informed how we developed this plan. It will also guide our work moving forward. Dignity-based approaches to working with boys and men of color are based on the following assumptions:



1. First, boys and young men of color are human beings and should be treated as such. Boys and youth in particular are wellsprings of potential and are worthy of being treated with dignity.
3. Third, society's governing bodies and institutions systematically strip away at boys and young men of color's sense of dignity from birth throughout life. These instances of humiliation and degradation are experienced at the societal, institutional, and inter-personal levels.

2. Second, boys and men of color are disproportionately vulnerable to humiliation and mistreatment across all areas of their lives. These social facts are well-documented⁴.
4. Fourth, governing bodies and institutions have the power to create conditions whereby boys and men of color can improve their own lives. This is a matter of extending resources and fostering political will to act in the interest of boys and men of color.

WHAT ORGANIZATIONS AND PROGRAMS WILL WE CONSIDER PROMISING?

We will cultivate, support, and recognize programs, initiatives, and organizations that orient their current work to focus on your dignity. First, we will seek out organizations that place an explicit focus on eradicating racism⁵ and its effects on your life, and organizations that have plans for challenging racism head-on. As part of this, we will work with organizations that will educate you to see yourself in a positive and proper historical context: as a person who possesses the ability to carry on the legacies of civil and human rights, racial and economic justice, and freedom struggles to benefit yourself, your community, and generations that come after you.

Second, we will seek out and promote programs, organizations, and city-wide efforts that adopt and use culturally relevant⁶ and person-centered policies and practices that demonstrate an ethic of care, compassion, empathy, and grace. Specifically, we will support institutions and organizations to adopt a "caring science" approach to service and development. A caring science approach highlights the importance of developing systematic processes for asking you questions, seeking your input, and including creating mechanisms for you to inform decision-making.⁷

OUR CHECKLIST:

- Focus on eradicating racism
- Culturally relevant
- Demonstrate an ethic of care, compassion, empathy, and grace
- Focus on your human rights

Third, we will offer support to programs that focus on your human rights⁸. We hope organizations will look beyond U.S. borders for approaches to BMOC enrichment and development. By thinking of BMOC work as an international development project, we anticipate that service providers will broaden their perspectives on what is possible. We expect the work to expand to include the cultivation of grassroots worker cooperatives, service exchange and barter economies, rites of passage processes, inter-generational development approaches, micro-lending, environmental-based entrepreneurship, and an emphasis on education for global citizenship. These sorts of programs are under-explored in the U.S. but may prove promising to ensuring your long-term success.

Exemplary programs will commit and act on all of dignity-based approaches. The good news is that there are organizations in our city that already operate based on these tenets. Finally, we will look for organizations and programs that are committed to building an evidence-base to support the continual improvement of service delivery. This includes partnering, where appropriate, with evaluators and researchers who can provide technical support and capacity for collecting, analyzing, and reporting outcomes on a range of indicators. Our goal is to build a stronger knowledge base of what works in our local BMOC communities by asking programs and organizations to transition their work from being "promising" to "evidence-based." We believe some of this is a matter of better understanding why organizations work as they do.

³ Irby, D. J. (30 June 2015). Dignity-based Black Male Achievement work: What it is and why it matters for our boys and men of color. Shaping a cooperative vision for Boys and Men of Color Research Project Update Report. Research Center for Urban Education Leadership Development, University of Wisconsin - Milwaukee, WI.

⁴ Wolfers, J., Leonhardt, D. & Quealy, K. (20 April 2015). 1.5 Million Missing Black Men. New York Times. Retrieved from http://www.nytimes.com/interactive/2015/04/20/upshot/missing-black-men.html?_r=0 on January 7, 2016.

⁵ YWCA 10 Simple Ideas to Eliminate Racism: <http://www.ywca.org/atf/cf/%7B6E17ADC0-4C95-4605-B672-E4DA59DC891E%7D/10%20steps%20to%20eliminate%20racism.pdf>

⁶ Southern Poverty Law Center (2009). Relevant: Beyond the Basics. Retrieved from <http://www.tolerance.org/magazine/number-36-fall-2009/feature/relevant-beyond-basics> on 1/7/16.

⁷ Watson, J. (2009). Caring science and human caring theory: Transforming personal and professional practices of nursing and healthcare. Journal of Health and Human Services Administration, 31(4), 466-482. Retrieved on 1/2/16 from www.oakland.edu/upload/docs/SON/Envision/Journal_of_HHS_Spring_2009%20watsonj%5B1%5D.pdf.

⁸ United Nations Human Rights Office of the High Commissioner. What are human rights? Retrieved from www.ohchr.org/EN/Issues/Pages/WhatareHumanRights.aspx on 1/7/16.



THEORY OF CHANGE: DO THE WORK WITH DIGNITY

Our theory of change is based on our belief that adopting dignity-based tenets will vastly improve the quality of BMOC programs and outcomes across the City of Milwaukee. We adopted this theory because the BMOC service providers interviewed as part of the needs assessment process identified cultivating dignity as the key lever to achieving long-term success for boys and men of color. Additionally, we listened to you at the summits and town halls we held over the past two years. You want better treatment. You want recognition. You want access to opportunities that you can feel good about. Although our theory is simple, the effort required to do our work with your dignity front and center is no small task.

A dignity-based approach requires that we look at the problems of today from a historical lens, but that we direct our energies toward the future we envision. At the core of the work is a commitment to make this city better by eliminating the racism and oppression you experience. Given that many past (and current) social, economic, and political systems, policies, and practices created the inequities that you grapple with today, we need to be creative and envision program and policy interventions that will cultivate and preserve your dignity. By focusing on dignity, we anticipate that great change will occur.

We will invest in policies, programs, and interventions that are intentionally designed to meet your dignity needs. By starting the work now, boys will grow up understanding their dignity and how to best preserve it. With a deepened recognition of your own dignity (and that of your younger brothers and sister), as well as the skills and institutional supports to cultivate and maintain that dignity, you - boys and young men - will be prepared to reshape our current systems or create alternative ones that will meet your holistic needs. Each of you will teach several others (see priority area 10). A dignity-based work, service, and relationship culture will take root in the city's institutions and communities.

Our approach recognizes, cultivates, and seeks to preserve your dignity. It is meant to meet the needs of boys and young men across generations. We recognize your right to reshape and create institutions to meet your wants and needs. If the current systems (e.g. government, courts, criminal justice, health, education, non-profits, religious bodies, etc.) fail to meet your needs, you have a right to critique, question, and hold the people who represent them (elected officials, judges, police officers, health professionals, teachers and school leaders, service providers, clergy, etc.) accountable for their failures. In other words, the systems should be and must be responsive to YOU. One of our objectives is to encourage the people in positions of power to recognize your ability to help them develop their capacity to treat you better. People in position to effect change will only be able to best serve you by seeking your direct input and involvement.

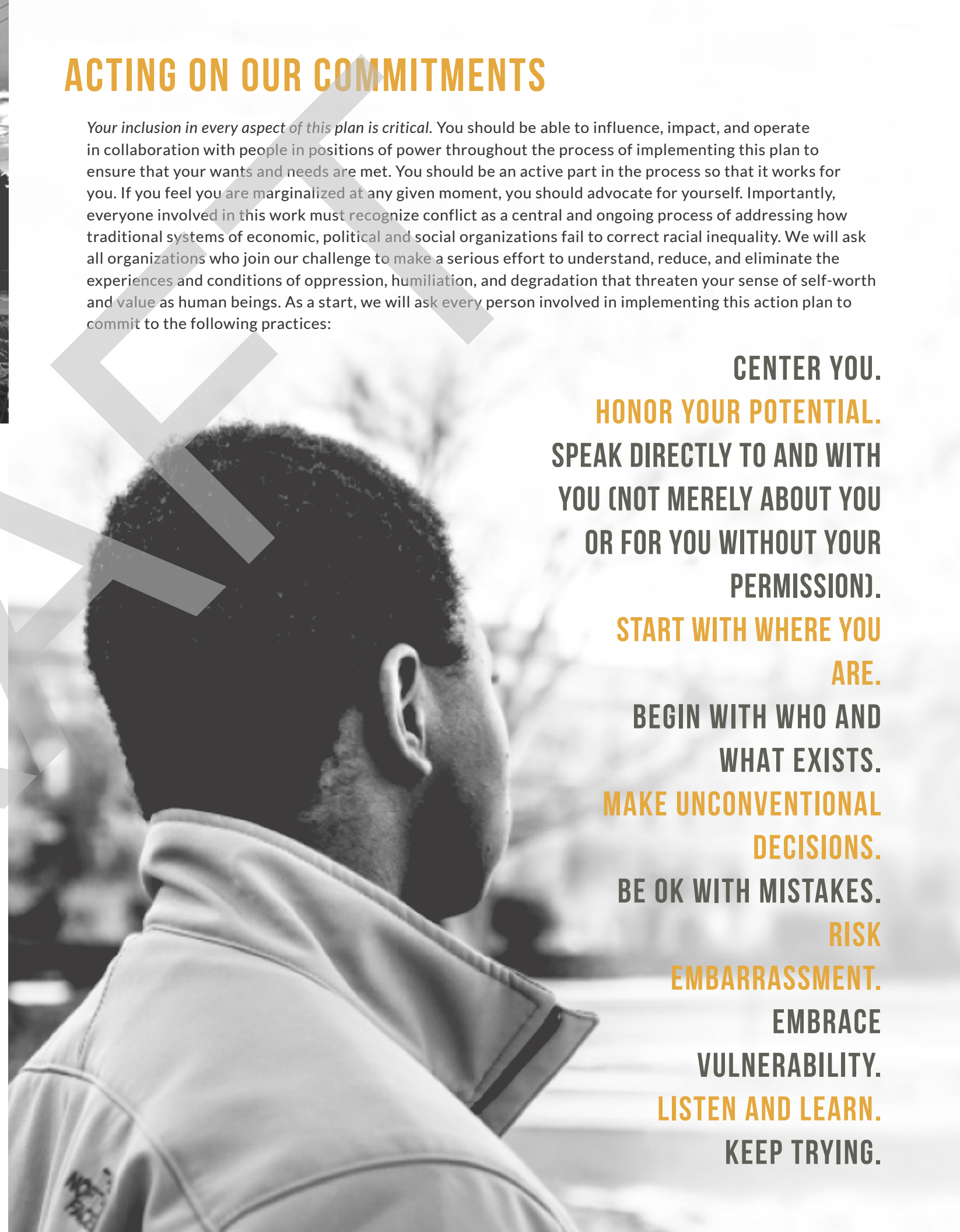
⁹ Mattox, T & Kilburn, M.R. (2013). What is an evidence-based practice? RAND Corporation; Santa Monica, CA. Retrieved from http://www.promisingpractices.net/briefs/briefs_evidence_based_practices.asp on January 7, 2016.

¹⁰ Anderson, A. (2005). An introduction to a theory of change. The Evaluation Exchange, 11(2). Retrieved from <http://www.hfrp.org/evaluation/the-evaluation-exchange/issue-archive/evaluation-methodology/an-introduction-to-theory-of-change> on January 7, 2016.

ACTING ON OUR COMMITMENTS

Your inclusion in every aspect of this plan is critical. You should be able to influence, impact, and operate in collaboration with people in positions of power throughout the process of implementing this plan to ensure that your wants and needs are met. You should be an active part in the process so that it works for you. If you feel you are marginalized at any given moment, you should advocate for yourself. Importantly, everyone involved in this work must recognize conflict as a central and ongoing process of addressing how traditional systems of economic, political and social organizations fail to correct racial inequality. We will ask all organizations who join our challenge to make a serious effort to understand, reduce, and eliminate the experiences and conditions of oppression, humiliation, and degradation that threaten your sense of self-worth and value as human beings. As a start, we will ask every person involved in implementing this action plan to commit to the following practices:

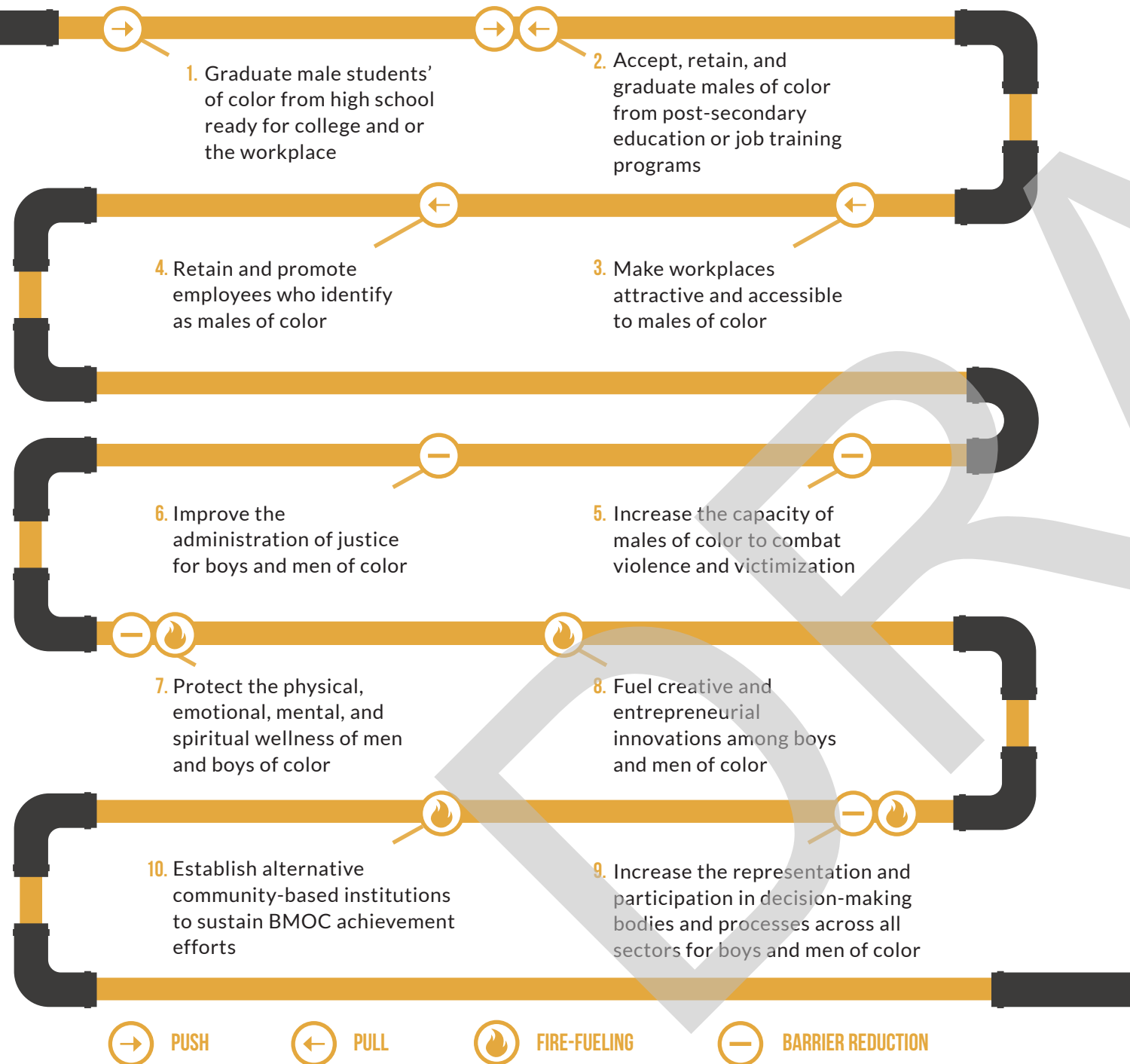
**CENTER YOU.
HONOR YOUR POTENTIAL.
SPEAK DIRECTLY TO AND WITH
YOU (NOT MERELY ABOUT YOU
OR FOR YOU WITHOUT YOUR
PERMISSION).
START WITH WHERE YOU
ARE.
BEGIN WITH WHO AND
WHAT EXISTS.
MAKE UNCONVENTIONAL
DECISIONS.
BE OK WITH MISTAKES.
RISK
EMBARRASSMENT.
EMBRACE
VULNERABILITY.
LISTEN AND LEARN.
KEEP TRYING.**



PRESENTATION OF PRIORITIES PIPELINE

GOALS, STRATEGIES, AND CURRENT RESOURCES FOR IMPROVEMENT

Now that you know our vision and purpose, guiding principles and theory of change, we want to turn your attention to our immediate priorities and goals. The priorities will be the core focus of our work over the next five years. President Obama's My Brother's Keeper (MBK) Challenge has been a central force driving our thoughts, directions, and actions. Although each priority is inspired and aligned to one or more of the current MBK goals¹¹, we developed our priorities based on the unique theory that focuses on institutional change, local knowledge of circumstances and conditions, and our region's available assets and resources. The priorities are as follows¹²:



Taken together, the priorities form a "pipeline" that begins with ensuring educational institutions¹³ graduate you ready for college and career and ends with the establishment of strong stable community-based institutions that will ensure you, your families, and communities' long-term success.

It is important thing to keep in mind that this action plan report is designed to facilitate organizational learning and change. The priorities are purposefully broad. We wrote them to allow as much room as possible for creative contributions and ideas. All percentages, goals, strategies, and partners are starting points from which to build. They are not set in stone. They are not perfect. In some instances for example, strategies are written as "increase retention of males of color." But that statement is actually a goal. Some areas are more developed or contain more strategies or partners than others. There are also areas that where we wrote "unknown." This is normal as it reflects the saturation of ideas in some areas and the underdevelopment of ideas and strategies in others. We are starting with where we are.

These initial priorities were created as part of a broad engagement process (see Appendix G for detailed explanation). We accepted a range of ideas without filtering them as to most accurately reflect stakeholders' immediate contributions. We will use these baseline strategies and goals to facilitate learning. For example, as a result of joining in the challenge, all participants will learn to write SMART goals¹⁴, differentiate between goals and strategies, align strategies to goals, identify data and evidence to monitor progress, collaborate to advance initiatives, and so on. These are important skills to cultivate in all BMOC serving organizations. The process of developing individual competencies and organizational capacities are just as important as the chosen strategies and anticipated outcomes.

The priorities presented in this initial report are intended to establish a starting template that will be used to focus city-wide collaborations, refine and meet goals, and monitor progress. We made a concerted effort to include as many organizational and programmatic resources as possible; however, the organizations listed may or may not be involved in ongoing efforts which will be determined by their willingness to participate in the local challenge¹⁵. The contributors to each priority as well as the strategies for meeting the goals will be refined and streamlined as part of the collaboration process¹⁶. With these considerations in mind, we now turn to the presentation of priorities.

¹¹ Office of the Press Secretary. "My Brother's Keeper" Initiative. The White House, Washington, DC. <https://www.whitehouse.gov/my-brothers-keeper>. Retrieved from on January 5, 2016.

¹² An explanation of priorities and goals elements is available in the Appendix D.

¹³ In an effort to reduce replication, the Milwaukee City MBK priorities do not include specific educational goals. Our aim is to enlist community organizations, leverage resources, and offer support the Milwaukee Public Schools MBK priorities and goals.

¹⁴ Human Resources Department, University of Virginia. Writing SMART goals. Retrieved on January 6, 2016 from http://www.hr.virginia.edu/uploads/documents/media/Writing_SMART_Goals.pdf.

¹⁵ Disclaimer: We do not consider the organizations and initiatives listed in this section as a part of Milwaukee's MBK community. Any inclusions are not an endorsement of program quality or reflect any formal arrangement or agreement for collaboration of any sort. These lists were developed as part of a community brainstorming session in which participants collaboratively discussed and recommended organizations, programs, and initiatives who would be strong partners in meeting the stated priority. We are aware that some organizations and community leaders prefer to not be associated with MBK at the national or local level. We respect these wishes. Where this has been brought to our attention, we have made every effort to remove references to these organizations from the report, including the historical timeline.

¹⁶ In an effort to reduce replication, the Milwaukee City MBK priorities do not include specific educational goals. Our aim is to enlist community organizations, leverage resources, and offer support the Milwaukee Public Schools MBK priorities and goals.

PRIORITY NO. 1:

Graduate male boys and young men of color from High School Ready for College and Career



PRIORITY TYPE: Push



SMART GOALS:

- 1 Increase the graduation rate of male students of color by .5 to 1 percent annually from the initial year.
- 2 Increase the graduation rates of male students of color who have re-entered school by .5 to 1 percent from initial year.
- 3 Increase male students of color attempts at taking the ACT, SAT, or Job Credentialing examinations by 3 to 5 percent annually from the initial year.
- 4 Increase the amount of college or employment applications submitted by male students of color by 3 to 5 percent annually from the initial year.
- 5 Increase the level of enthusiasm among male students of color to attend college.
- 6 Increase the number of organizations committed to this priority by 10 percent annually from the initial year.



INSTITUTIONAL TARGETS:

9th, 10th, 11th, and 12th grade classrooms, after school programs, summer programs



FOCUS AGES: 14 - 20



INITIAL STRATEGIES:

Develop programs that focus on test preparation; expose males of color to college campuses; develop relationships with Historically Black Colleges and Universities' (HBCUs), Tribal Colleges, Community Colleges, and Minority Serving Institutions academic and athletic programs; provide incentives to students for participation in college preparatory programs; use school breaks as an opportunity to cultivate an interest in higher education or job training; change the narrative around boys and men of color within our systems and institutions that are asset based; strengthen the household to support boys and men of color, support boys and men of color as they contribute to their households; develop apprenticeships, internships, and 2-year technical programs; place boys and men of color in positions of power so that they can be positive examples for youth to see; facilitate the creation of networks and mentoring opportunities for boys and men of color; recruit more classroom teachers who are men of color; increase the number of boys and men of color who participate in entrepreneurship programs and entrepreneurial endeavors. Other ideas include: partnering with Milwaukee Area Technical College (MATC) to help youth attain GEDs, working with youth in the court system, expanding wrap around program which focuses on youth, adult, and family, expand alternative school GED program options, focus on reentry youth.



ORGANIZATIONS/PARTNERS:

Career Youth Development, Center for Youth Engagement, Lakeland College, Marquette University, Milwaukee Area Technical College (MATC), Milwaukee Public Schools (MPS), Milwaukee Succeeds, UW-Milwaukee (UWM), UW-Parkside, UW-Platteville, UW-Whitewater (UWW), Running Rebels Community Organization, Social Development Commission.

PROGRAMS:

Milwaukee Community Resiliency Project (Black Health Coalition of Wisconsin), Violence Free Zones, and Youth sports leagues.

INITIATIVES

Black Achievers, Milwaukee Area Workforce Investment Board

PRIORITY NO. 2:

Accept, retain, and graduate boys and men of color from post-secondary education or job training programs



PRIORITY TYPE: Push, Pull



SMART GOALS:

- 1 Increase the number of male students of color's college or job training application completions by 3 to 5 percent annually from initial year.
- 2 Increase enrollments of male students of color in post-secondary education or job training programs by 3 to 5 percent annually from initial year.
- 3 Increase male students of color's graduation rate by 3 to 5 percent annually from initial year.
- 4 Increase the level of enthusiasm among male students of color to attend college by 3 to 5 percent annually from initial year.
- 5 Increase the number of participating organizations by 10 percent annually from initial year.



INSTITUTIONAL TARGETS:

Higher education institutions and job training programs



FOCUS AGES: 18 to 25



INITIAL STRATEGIES:

Provide application fee waivers; increase recruitment in high schools where boys and young men comprise large percentage of population, ask Black males to apply for institutions of higher education; have job training programs recruit in local high schools; create pipeline programs that attract boys and men of color; provide holistic supports for boys and men of color to be successful in employment pursuits; address economic gaps and socioeconomic challenges between boys and men of color and peers; create opportunities for organizations and institutions to bolster self-esteem, confidence and perseverance for boys and men of color; strengthen case-management services; improve the process of getting high school students prepared for post-secondary opportunities; create career enhancement opportunities that target and support career enhancement opportunities; research and improvise the case management process of the Harlem Children's Zone; create and maintain mechanisms for Community-Based Organizations (CBOs) to assist with case-management; provide opportunities for college exploration, including college tours; develop a city-wide career exploration program for boys and men of color; improve marketing and communication of city-wide events and improvement efforts.



ORGANIZATIONS

Black Achievers, Boys and Girls Clubs of Greater Milwaukee, Center for Youth Engagement, College Possible, Lakeland College, Marquette University, Milwaukee Area Technical College (MATC), Milwaukee Public Schools (MPS), Milwaukee Succeeds, University of Wisconsin - Milwaukee (UWM), UW-Parkside, UW-Platteville, UW-Whitewater (UWW), Running Rebels Community Organization, Social Development Commission, Team Up.

PROGRAMS

Wisconsin Regional Training Partnership / Big Step.

INITIATIVES

Milwaukee Area Technical College Smart Start.

PRIORITY NO. 3:

Make workplaces attractive and accessible to boys and men of color



PRIORITY TYPE: Pull



SMART GOALS:

- 1 Increase focused recruitment and job postings by 10 percent annually from initial year.
- 2 Increase the number of male of color applicants at participating job sites by 10 percent annually from the initial year.
- 3 Increase the hiring of males of color at participating job sites by 5 to 10 percent annually from the initial year.
- 4 Increase the number of workplaces who have equity specialist positions that emphasize improving workplace conditions for males of color or support programs by 5 to 10 percent annually from initial year.
- 5 Increase the number of participating organizations (job sites) by 10 percent annually from the initial year



INSTITUTIONAL TARGETS:

Workplaces & Employers; Human Resources Departments; Job Training Programs



FOCUS AGES: 17 to 25



INITIAL STRATEGIES:

Create incentives for employers to focus on accessibility through strategies like car pools; hire people in supervisory positions who possess capacities and dispositions for working successfully with males of color; hire equity directors; hire ombudsman; create and promote ride-share programs; bring more jobs in central Milwaukee; improve public transport to large job sites; support and expand public transit voucher benefit programs/options for employees; provide soft skills job training; develop and deliver empowerment training tailored to boys and men of color; sustain programs to increase transportation to hiring.



ORGANIZATIONS/PARTNERS:

Dombrowski Landscape Training Initiative, Earn and Learn Youth Employment Program, Johnson Controls, Milwaukee Area Workforce Funding Alliance
Milwaukee Area Workforce Investment Board, Milwaukee Builds, Milwaukee Job Corps, Northwestern Mutual, Pipeline to Promise, Youth Build, Strengthening Diversity in Urban Forestry.

PROGRAMS:

Unknown

INITIATIVES:

Unknown

PRIORITY NO. 4:

Retain and promote employees who identify as males of color



PRIORITY TYPE: Pull



SMART GOALS:

- 1 Decrease the turnover of male of color employees by 5 to 10 percent annually from the initial year.
- 2 Increase the number of males of color in supervisory positions by 5 to 10 percent annually from the initial year.
- 3 Increase the number of male of color employees working in jobs making a living wage by 5 to 10 percent annually from the initial year.
- 4 Increase the number of participating organizations by 10 percent annually from the initial year.



INSTITUTIONAL TARGETS:

Workplaces & Employers; Human Resources Departments; Job Training Programs



FOCUS AGES: 21 - 30



INITIAL STRATEGIES:

Create opportunities for men of color to provide feedback and solutions in order to thrive; develop and strengthen policies that support fathers of color; increase the number of organizations that sign on to Ban the Box efforts; increase personal and professional on-the-job growth opportunities; decrease the amount of employees who work in temporary positions; create leadership opportunities for and by men of color; enhance mentoring programs; provide Conflict Resolution Training (TIC); bring companies back to Milwaukee; create bold expectations for businesses; provide technology training; provide Deconstruction Business Training; increase contract accountability; create high level internship programs; create management-in-training programs; increase the use of Department of Vocational Rehabilitation services.



ORGANIZATIONS/PARTNERS:

Center for Self Sufficiency, City of Milwaukee, Dombrowski Landscape Training Initiative, Earn and Learn Youth Employment Program, JobWorks, Milwaukee Area Workforce Funding Alliance, Milwaukee Area Workforce Investment Board, Milwaukee Inner-city Congregations Allied for Hope, Milwaukee Job Corps, Milwaukee Builds, Pipeline to Promise, Strengthening Diversity in Urban Forestry, WRTP/Big Step, Youth Build.

PROGRAMS:

Face Forward (Center for Self Sufficiency), Norse Adolescence Center, Pro-Trade Job Development.

INITIATIVES:

Big Step - Ready for work program, Fight for 15, Living Wage Ordinance, Milwaukee Fatherhood Initiative, Transform Milwaukee.

PRIORITY NO. 5:

Increase the capacities of boys and young men of color to combat violence and victimization



PRIORITY TYPE: Barrier reduction



SMART GOALS:

- 1 Increase the use of research-based conflict resolution programs among organizations by 5 to 10 percent annually from the initial year.
- 2 Reduce victimization among boys and men of color by 5 to 10 percent annually from the initial year.
- 3 Reduce number of violent offenses committed by boys and men of color by 5 to 10 percent annually from the initial year.
- 4 Increase the number of boys and men of color trained to facilitate restorative justice processes by 5 to 10 percent annually from the initial year.
- 5 Increase the number of participating organizations by 10 percent annually from the initial year.



INSTITUTIONAL TARGETS:

Equal Rights Commission; Fire and Police Commission; Police and law enforcement; Courts; Street gangs & crews; Adjudication programs; Re-entry Organizations; Alternative Schools; Families



FOCUS AGES: 14 - 21



INITIAL STRATEGIES:

Build the capacity of local organizations to use peace building and conflict resolution skills; provide opportunities for restorative justice practices to be used; provide opportunities for families to address physical, mental, and emotional trauma; strengthen community capacity to address neighborhood conflicts; create policies to reduce access to guns; use a population health perspective to address internalized racism and resilience as a protective factor; create and support peer-led restorative justice circles; use research-based conflict resolution practices; strengthen families and communities to be involved in the process of combating violence and victimization; and use culturally relevant definitions of victimization.



ORGANIZATIONS/PARTNERS:

Career Youth Development, Center for Youth Engagement, Lakeland College, Marquette University, Milwaukee Area Technical College (MATC), Milwaukee Public Schools (MPS), Milwaukee Succeeds, UW-Milwaukee (UWM), UW-Parkside, UW-Platteville, UW-Whitewater (UWW), Running Rebels Community Organization, Social Development Commission.

PROGRAMS:

Milwaukee Community Resiliency Project (Black Health Coalition of Wisconsin), Violence Free Zones, and Youth sports leagues.

INITIATIVES

Black Achievers, Milwaukee Area Workforce Investment Board

PRIORITY NO. 6:

Improve administration of justice for boys and men of color



PRIORITY TYPE: Barrier Reduction



SMART GOALS:

- 1 Decrease the number of males of color arrested by 3 to 5 percent annually from the initial year.
- 2 Increase the courts' use of alternative sentencing for boys and men of color by 5 to 10 percent annually from the initial year.
- 3 Reduce the rate of incarceration of Black boys and men by 3 to 5 percent annually from the initial year.
- 4 Increase the number of participating organizations by 10 percent annually from the initial year.



INSTITUTIONAL TARGETS:

Equal Rights Commission; Fire and Police Commission; Police and law enforcement; Courts; Schools; Religious Institutions



FOCUS AGES: All ages



INITIAL STRATEGIES:

Improve the capacity of wraparound service providers to connect with schools to make sure that students do not fall behind academically; focus on developing school capacity to internally support students instead of suspending them and expelling them; educate boys and men of color on resources that support opportunities to find employment; create peer mentoring programs for incarcerated boys and men of color whose mentors (near peers) are successfully off of papers; increase the number of employers who are accepting of young boys and men who have come out of the correctional or prison system; educate the communities that support boys and men of color about the prison system and how people are put into the system unjustly; reform three strikes, mandatory minimums, drug laws, etc.; identify and utilize early interventions for those who are experiencing achievement gaps; promote literacy initiatives for adults.



ORGANIZATIONS/PARTNERS:

ACLU, The Boys & Girls Clubs of Greater Milwaukee, Children's Court, Clean Slate, Correctional Systems, Coalition of Justice, Faith Based organizations (Pastors United), Justice Point, the Milwaukee Area Workforce & Investment Board, the Milwaukee Police Department, the Milwaukee Public School system, NEU-Life, Running Rebels, Saint Charles, STEP, Urban Underground, WARTP, Wisconsin Community Services, Walnut Way, YES!, and the YWCA.

PROGRAMS:

Big Brothers & Big Sisters, Community Supervision, Driver's License Recovery Program, Job Corps, Northcott Neighborhood Housing, STOP Program, UMOs, and Word of Hope Ministries.

INITIATIVES:

Beyond the Bell, Compete Milwaukee, Earn & Learn, Expungement (Clean Slate), Fair Vote, I Will Not Die Young Campaign, Marquette Restorative Justice, the Milwaukee Fatherhood Initiative, Revamping Zero Tolerance, Wrap Around, and Youth Works Milwaukee.

PRIORITY NO. 7:

Protect the physical, emotional, mental, and spiritual wellness of boys and men of color



PRIORITY TYPE: Barrier Reduction, Fire fueling



SMART GOALS:

- 1 Increase participation of boys and men of color in health and wellness programs by 5 to 10 percent annually from the initial year
- 2 Increase the number of boys and men of color who work in positions intended to support the mental and/or physical health of the population by 5 to 10 percent annually
- 3 Decrease the prevalence of preventable diseases in boys and men of color by 5 to 10 percent annually from the initial year
- 4 Increase the number of participating organizations by 10 percent annually from the initial year.



INSTITUTIONAL TARGETS:

Human resource departments, Milwaukee Health Department, Local Hospitals and Mental Health Agencies



FOCUS AGES: All ages



INITIAL STRATEGIES:

Align current programming to serve boys and men of color across the life-course; provide opportunities for mental health wellness checks for boys and men of color provide culturally responsive training around suicide prevention; hold depression screenings; Partner with other Organizations (St. A's); work with men who are reentering community from prison (WCS), Offer Community Building- Empathy Building workshops, Self-realization (WCS), Spiritual Enrichment (City on a Hill), Offer employment as initiative (B&G), expand Place-Based efforts (UNCOM), develop city-wide campaign to address stigma and reduce negative perceptions of mental health services; integrate mental health screenings into mentoring programs and other opportunities



ORGANIZATIONS/PARTNERS:

Black Health Coalition of Wisconsin, Milwaukee County Criminal Justice Council, Running Rebels.

PROGRAMS:

Milwaukee Community Resiliency Project (Black Health Coalition of Wisconsin), Violence Free Zones, and Youth sports leagues.

INITIATIVES:

Milwaukee County Criminal Justice Council, Milwaukee Fatherhood Initiative

PRIORITY NO. 8:

Fuel creative and entrepreneurial innovations among males of color



PRIORITY TYPE: Fire Fueling



SMART GOALS:

- 1 Increase number of males of color enrolled in small businesses training, entrepreneurship programs, and support groups by 5 to 10 percent annually from the initial year.
- 2 Increase enrollment and graduation of Black males from entrepreneurship programs by 5 to 10 percent annually from the initial year.
- 3 Increase the number of Black male start-ups by 5 to 10 percent annually from the initial year.
- 4 Increase number of males of color engaged in arts and culture programming by 5 to 10 percent annually from the initial year.
- 5 Increase number of males of color who are members of cooperative or collective economic enterprises by 100 percent annually from the initial year.
- 6 Increase the number of participating organizations by 10 percent annually from the initial year.



INSTITUTIONAL TARGETS:

Corporations and Businesses; Business Start-up Community; Entrepreneurial Groups; Business schools; Chambers of Commerce



FOCUS AGES: 14 - 35



INITIAL STRATEGIES:

Increase the number of boys and men of color that serve on boards of cooperative economic enterprises to learn about cooperative development and maintenance; seed fund cooperatives, seed fund service exchanges; provide capital to promising grassroots business competitions for boys and men of color, technology, etc.; incentivize collective business start-ups; Develop the business skills of boys and men of color to profit from their own talents; assess how many boys and men of color businesses exist; get 1099 data and compare to W2 data to see how many independent businesses exist; determine ways to encourage gender representation and cooperation in business start-ups; create an arts incubator for artists; strengthen grassroots efforts improve small business; increase cooperative efforts getting young men engaged in it so they can get business experience; increase the number of boys and men of color that serve on boards of cooperatives in the area; create incentives for cooperative business start ups; develop working idea of what entrepreneur is; share knowledge of resources and research surrounding entrepreneurship; encourage current entrepreneurs mentoring young men/ creating new entrepreneurs; create market for existing services and products delivered or created by boys and men of color; business model and organization exploration; provide education on business legal requirements (licenses, registration forms, reporting dates, income reporting and tax responsibilities, etc...); increase the number of boys and men of color that serve on boards of cooperative or collective businesses so they can gain knowledge about cooperative and collective business models and how to start, manage and sustain businesses using these models; support subsidies and other incentives for cooperative and collective business start-ups.



ORGANIZATIONS/PARTNERS:

African American Chamber of Commerce, Business Improvement Districts, Derute Consulting Cooperative, Neu-Life, Outpost Cooperative, Prism Technical, Riverwest Cooperative Alliance, Running Rebels Community Organization, Small Business Administration, Social Development Commission, Solar Bayview, and Solar Riverwest.

PROGRAMS:

City Office of Milwaukee Small Business Development Summit, The Wisconsin's Women's Business Initiative Corporation program (provides support on how to run a business), and the Social Development Commission.

INITIATIVES:

Unknown

PRIORITY NO. 9:

Increase boys and men of color representation and participation in decision-making bodies and processes across all sectors



PRIORITY TYPE: Fire Fueling, Barrier Reduction



SMART GOALS:

- 1 Increase the number of boys and men of color registered to vote by rate of 3 to 5 percent annually from the initial year.
- 2 Increase number of boys and men of color representing and participating in civic decision-making bodies by rate of 3 to 5 percent annually from the initial year.
- 3 Increase number of boys and men of color representing and participating in political (elected and appointed) decision-making bodies by rate of 3 to 5 percent annually from the initial year.
- 4 Increase number of boys and men of color representing and participating in Philanthropic decision-making bodies by rate of 3 to 5 percent annually from the initial year.
- 5 Increase number of boys and men of color representing and participating in arts and culture institutions' decision-making bodies by rate of 3 to 5 percent annually from the initial year.
- 6 Increase number of boys and men of color representing and participating in other boards decision-making bodies not listed above by rate of 3 to 5 percent annually from the initial year.
- 7 Increase the number of participating organizations by 10 percent annually from the initial year.



INSTITUTIONAL TARGETS:

All institutions.



FOCUS AGES: All ages



INITIAL STRATEGIES:

Increase the number of boys and men of colors on boards of local non-profit organizations; increase the number of boys and men of colors on boards of local cooperative organizations; create specific committees on boards of foundations, non-profits, and cooperatives that address boys and men of color, led by boys and men of color; provide opportunities for boys and men of color to get involved in city appointed leadership positions; reduce policy barriers for boys and men of color to vote in local elections; re-establish the Wisconsin Chapter of Center for Progressive Leaders.



ORGANIZATIONS/PARTNERS:

Association of Black Foundation Executives; Center for Progressive Leadership; Riverwest Cooperative Alliance; The Nonprofit Center.

PROGRAMS:

Nonprofit Center Executives of Color Leadership Program.

INITIATIVES

Unknown

PRIORITY NO. 10:

Establish alternative community-based institutions to sustain males of color achievement efforts



PRIORITY TYPE: Fire Fueling



SMART GOALS:

- 1 Increase the number of 7th and 8th grade boys of color who participate in rites of passage programs by 10 percent annually from the initial year.
- 2 Increase the number of 10th and 11th grade boys and young men of color who participate in rites of passage programs by 10 percent annually from the initial year
- 3 Increase the number of young men of color (18 to 24) who participate in rites of passage programs by 10 percent annually from the initial year.
- 4 Increase the number of men of color 30+ who participate in rites of passage programs by 10 percent annually from the initial year.
- 5 Increase number of males of color returning to live, work, and invest in Milwaukee by 3 to 5 percent annually from initial year.



INSTITUTIONAL TARGETS:

All institutions



FOCUS AGES: All ages



INITIAL STRATEGIES:

Create city-wide rites of passage programs, develop list of essential readings for boys and men of color and work with schools to integrate into curricula across all grades; create inter-generational councils, create foundations that cater specifically to the needs of communities of color, create community-based financial institutions; strengthen communication strategies on positive info on boys and men of color; Create community investment groups; Males of Color Shark tank-building on entrepreneurship and black business elders to pitch and support their business opportunities; strengthen advocacy for youth across all sectors; provide incentives for community involvement and service; create mentoring councils for boys and men of color; develop organizational and community capacity to focus on assets instead of deficits; focus on trade skills with MATC at early age; create specific foundation to provide financial and intellectual capital to boys and men of color; create independent financial institutions; create sports-based businesses.



ORGANIZATIONS/PARTNERS:

Black Male Collaborative, Flood the Hood with Dreams

PROGRAMS:

CHOICE Schools network, Community Warehouse/MKE working-employment program, the Greater Milwaukee Center for Self Sufficiency Project 180, the Milwaukee Brewers fatherhood initiative, the Milwaukee Bucks, the Milwaukee Christian Fellowship athletic program, MPD; MPS' perfect attendance program, Operation Dream (for academic achievement grade school to high school), Operation Dream Works (for high school employment), Pathways-focus on achievement educational with focus on transition High school to College, Salvation Army 100+ chaplains, Riverwest Harambee Credit Union; Social X -Professional networking and development, University of Wisconsin-Milwaukee 3rd Black Male Summit, Urban League Young Professionals

INITIATIVES:

300 Strong Initiative, I will not Die Young Campaign

PRESENTATION OF FIVE-YEAR ACTION CYCLE

COLLABORATING, LEARNING, AND GETTING BETTER RESULTS

The Mayor's Office and supporting City of Milwaukee offices will guide the implementation and support required to address the ten Milwaukee MBK priority areas. We are giving ourselves five-year to accomplish the goals and put us on a path to fulfilling our vision. We will model for elected officials, business leaders, non-profit, faith-based, and community leaders, the processes that are essential to continually supporting institutional efforts and policies that improve your lives. Our process will be inclusive and transparent. It will recognize and honor your rights to participate in, influence, and transform the institutions and programs that you encounter on a daily basis. In keeping with The My Brother's Keeper Challenge, we seek to use the City's influence to improve programs and initiatives across the City to support and help you.

Using dignity as our guide, we will intentionally pay attention to your interests and seek your direct involvement in decision-making processes. The action plan section outlines the procedures and outcomes that will set into motion an institutional change process (create the learning norms, procedures, and policies) that will create a sustainable pathway for continually learning and moving toward the overall vision of your full inclusion in the economic, social, cultural, and political life of Milwaukee.

Over the next five years, we will learn from and with you, your families, and service providers, exactly what we can do as a City to help you be the absolute best you can be. This plan is not designed or intended to meet the actual long-term 15-year vision presented of an equitable Milwaukee; instead the 5 -year plan that follows is intended to create the supports and process that will sustain Milwaukee's BMOC efforts to achieve the vision. The outcomes needed to sustain the work include: (a) a well-defined improvement process, (b) equity-focused resources and policies, and (c) knowledge of what works (and does not work).

(A) AN IMPROVEMENT PROCESS THAT FOSTERS ONGOING LEARNING AND DECISION-MAKING:

- Develop system to evaluate improvement process and outcomes
- Identify exemplary programs and strengths and align each to specific indicators (to reduce duplication of programs and initiatives and improve program quality)
- Support the fiscal sustainability, replication, and scaling up of transformational BMOC programs and policies
- Enact policies now that will support and sustain BMOC work for years to come

(B) RESOURCES AND POLICY TOOLS TO SUPPORT BMOC PROGRAMS, INCLUDING:

- Develop or adopt curriculum and training model to incorporate a dignity-based racial equity lens to guide decision-making and programming
- Develop mechanisms for distributing resources based on principles of dignity, equity, and program merits
- Adopt and enact policies that recognize, cultivate, and preserve excellence among boys and men color
- Secure funding to fuel the fire of innovative and promising programs and initiatives that support boys and men of color

(C) KNOWLEDGE OF WHAT WORKS (AND DOES NOT WORK)

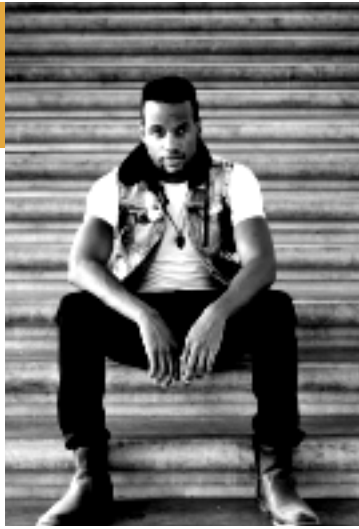
- Increase circulation of and provide forums for sharing research and practices that show promise or evidence in supporting boys and men of color throughout the life-course
- Establish a community-centered model for collaborating with academic researchers to develop knowledge about what works to improve the lives of boys and men of color
- Develop a publicly accessible repository for boys and men of color data and research



DESCRIPTION OF PLANNING, ACTION, AND LEARNING CYCLE

We will meet these objectives by implementing an improvement process over the next five years. Our initial, baseline year is 2016. The implementation process is multi-layered and multifaceted. It is important to be mindful that the "steps or stages" are circular and overlap. The steps include sharing the vision with stakeholders, establishing a start-up infrastructure, and building capacities for organizational learning and evaluation. To achieve sustainability for years to come, reflection, learning opportunities, problem-solving, working through conflict, and giving back what we have learned are all a part of the "packing the process." In what follows, we describe each aspect in more detail.

**SPACE FOR CALENDAR
GRAPHIC
(NEED MORE INFO)**



PHASE 1. SHARE THE VISION, P PRIORITIES, AND GOALS - RELEASE MILWAUKEE MBK PLAN (1ST, 3RD QTR 2016)

By the year 2030, our cities' institutions will have a demonstrated track-record of serving you in ways that recognize, cultivate, and preserve you, your families', and communities' rights to full inclusion in the economic, social, cultural, and political life that our city offers. We will know we have achieved our vision when the following is true: Boys and men of color will be proportionally represented, participating fully, and actively shaping Milwaukee's economic, social, cultural, and political opportunities. We are currently sharing the vision with stakeholders. This action plan is a central tool for advancing this aspect of the plan. We will make this document publicly and widely available.

1

PHASE 2. ISSUE INITIAL CALL FOR ENGAGEMENT / SHARE THE PLAN (4TH QTR 2015 - 2ND QTR, 2016)

Numerous stakeholders have expressed interest in improving the life outcomes of boys and men of color. Shortly after the release of this plan, we will issue an "official" call for engagement which will allow stakeholders to identify their top priority areas and contribute their ideas and strategies for meeting the SMART goals. Stakeholders can also express interest by in the "Let's Do It" section of this report. We will convene a kickoff event that will introduce partners to the process, form working groups, and initiate the MBK action cycle.



2

PHASE 3. SOLIDIFY START-UP INFRASTRUCTURE (1ST - 2ND QTR 2016)

Mayor Tom Barrett and other City of Milwaukee leaders are in a unique position to spark efforts to promote racial equity and inclusion in Milwaukee through citywide collaboration. In addition to having the authority to place issues onto City and community agendas, City officials have the influence to serve as conveners and champion partnerships among diverse groups. Additionally, they have the ability to leverage local, state, and national government resources to advance the achievement of boys and men of color – including job training, employment, health, education, housing, and other community development programs and services. The City of Milwaukee has already set into motion several aspects of infrastructure building that will support the implementation of the action plan (see Appendix A).

HIRE COMMUNITY ENGAGEMENT AND ACHIEVEMENT DIRECTOR.

Mayor Barrett's 2016 Executive Budget creates the Community Engagement and Achievement Collaborative (CEAC) to spark needed social and economic change. The CEAC will be led by a director. It will provide the human capital needed to support the work of the BMAAC and advance MBK goals outlined in this plan and beyond. In addition to helping to advance the BMAAC's mission, the director will collaborate with City departments and agencies, standing committees, commissions, task forces, other advisory councils, and community partners to connect organizations and align resources to create an environment of success for boys and men of color. The CEAC will accomplish this through: developing strong partnerships, effective utilization of data, and Implementing Comprehensive Strategies.

3

HIRE EQUAL RIGHTS INITIATIVE SPECIALIST.

The Mayor's 2016 budget includes a new Equal Rights Commission (ERC) Specialist position that will add value to BMAAC and MBK efforts. The ERC was re-established in 2009 and consists of seven members appointed by the Mayor subject to Common Council approval. The ERC is responsible for identifying opportunities to improve the equal rights climate in Milwaukee. The Equal Rights Specialist will provide operational support and assist the ERC in fulfilling its mission. The ERC's work includes three major areas: enforcing housing and employment discrimination laws; working with neighborhoods to improve community relations and address equal rights issues; and creating internal accountability within city departments.

4



PHASE 4. SECURE ADDITIONAL RESOURCES

Once infrastructure is in place, begin seeking cooperatively seeking funding to support BMOC efforts. Work with local philanthropic organizations and funding groups to develop RFPs that are responsive and aligned to the scope of emerging work and aligned with Milwaukee MBK priority areas and goals, and process of improvement. Invite researchers from across the nation to collaborate, evaluate, and study organizational process and outcomes.

5

PHASE 5. FORM WORKING GROUPS & DO THE GOOD WORK (ONGOING)

Form Priority area working groups. Provide dignity-based services to boys and men of color. Don't stop, get it, get it...

6

PHASE 6. EVALUATE EFFORTS / RELEASE PROGRESS REPORT (3RD QUARTER ANNUALLY)

We will favor the use of participatory evaluation processes¹⁷. You will be a key decision-maker when it comes to determining whether or not programs are working and goals are being met. Participatory progress monitoring and evaluation approaches will form the core of strategies to assess progress toward goals and priorities. Rather than allowing evaluation to be dictated by funding agencies, governmental bodies or other entities, creating a progress monitoring system that is participatory implies a formative, democratic evaluation process. In order for the results of any evaluation to be useful, relevant and designed to improve the quality and impact of programming, you collaborate in all decisions about how to improve program quality, how to monitor progress, and how to share and use the findings for program improvement.

Partners with specific research skills will be invited to support progress monitoring efforts through providing technical assistance on data collection methods (e.g., how to conduct interviews and focus groups, designing and administering surveys, conducting participant observations). Given the participatory nature of progress monitoring, the questions, methods, and data collection and analysis systems for supporting evaluation of progress on goals and priorities will be developed in year 1 in collaboration with the men and boys impacted by programming. When we develop progress reports, the reports will directly address you. All reports will include, at minimum an overview of (a) activities and developments, (a) an update on SMART goal progress, (c) an accounting of successes, challenges, and lessons learned, and (d) an action plan for continual improvement. The reports will be public record.

¹⁷ Jacobs, A., C. Barnett, et al. (2010). "Three Approaches to Monitoring: Feedback Systems, Participatory Monitoring and Evaluation and Logical Frameworks." IDS Bulletin 41(6): 36-44. Or visit Better Evaluation Website: http://betterevaluation.org/plan/approach/participatory_evaluation



PHASE 7. CALL FOR (RE)ENGAGEMENT / REALIGN EFFORTS / REFINE WORK AND GOALS (1ST QUARTER ANNUALLY)

7

Throughout 2015, we conducted a scan of partnerships, programs, and activities (see Appendix B) and put forward our best effort at aligning organizations, programs, and initiatives to goals they believe best fits their portfolio of work. These are subject to change on an annual basis. We expect quite a bit of volatility during years one and two as groups work collaboratively to figure out which goals their work is best equipped to impact.

PHASE 8. INTRODUCE NEW PARTNERS VIA INDUCTION PROCESS

To ensure all involved stakeholders are on “the same page” (or at least in the same book), we will offer, on an ongoing basis, two required courses and a series of voluntary (but strongly encouraged) workshops that will orient stakeholders to the proposed change process, its philosophical underpinnings, and theoretical assumptions. Where we identify needs we will identify local partners to develop workshops, trainings, and technical assistance to further support the development of a curriculum for advancing our work.



8

CONTINUOUS IMPROVEMENT AND ORGANIZATIONAL CHANGE (REQUIRED).

This workshop orients stakeholders to the City of Milwaukee’s MBK change process. In it, stakeholders review the MBK Action plan in its entirety, using it as a focal point for discussion and learning. The workshop provides a bird’s eye view of the field of male achievement and development. Participants will leave this workshop with a detailed knowledge of continuous improvement, developmental evaluation models, as well as the tools for building the will and capacity with their organization to commit to the work outlined in this plan.

DIGNITY AS A GUIDING PRINCIPLE (REQUIRED).

In this workshop, participants will learn about dignity as a network of concepts and our MBK theory of change. The purpose of this workshop is to gain a conceptual understanding of dignity as a guiding principle for racial equity. It includes an explanation of how dignity matters in three fields: international development, African-American social and political thought, and the caring sciences and how dignity can be used as a guiding principal to impact your work.

DIGNITY-BASED POLICY, PRACTICE, AND EVALUATION (OPTIONAL SERIES)

In these workshops, participants will discuss the policy, systems, and environmental change aspects related to understanding dignity within their own organizations. The purpose is to provide an opportunity for participants to think through the practical application of a dignity-based framework within their current organization.



9

PHASE 9. “PACKAGE” THE LESSONS LEARNED

Developing or packaging the lessons learned in the form of curriculum, training, and consulting models will sustain funding for participating organizations, programs, and initiatives. Similar processes of continuous improvement¹⁸ for boys and young men of color have been proposed. But to the best of our knowledge, the particulars of the approach - the theoretical assumptions, assessments, evaluation designs and approaches, technical assistance, and training models - and its outcomes, intended and unintended, do not exist.

By carefully documenting this process and collaborating with researchers to evaluate our impact and report on knowledge generated and lessons learned, we will use the 5-year plan and implementation as an opportunity to create professional development and consulting models that will benefit grassroots organizations or programs. Individuals and organizations who are deeply involved across all stages of the action plan will undergo additional training to become national leaders in the field with a specific emphasis on dignity-based institutional change for continuous improvement. “Packaging the lessons learned” will ensure that the people who come behind us will have records that help them avoid past mistakes and build on what works.

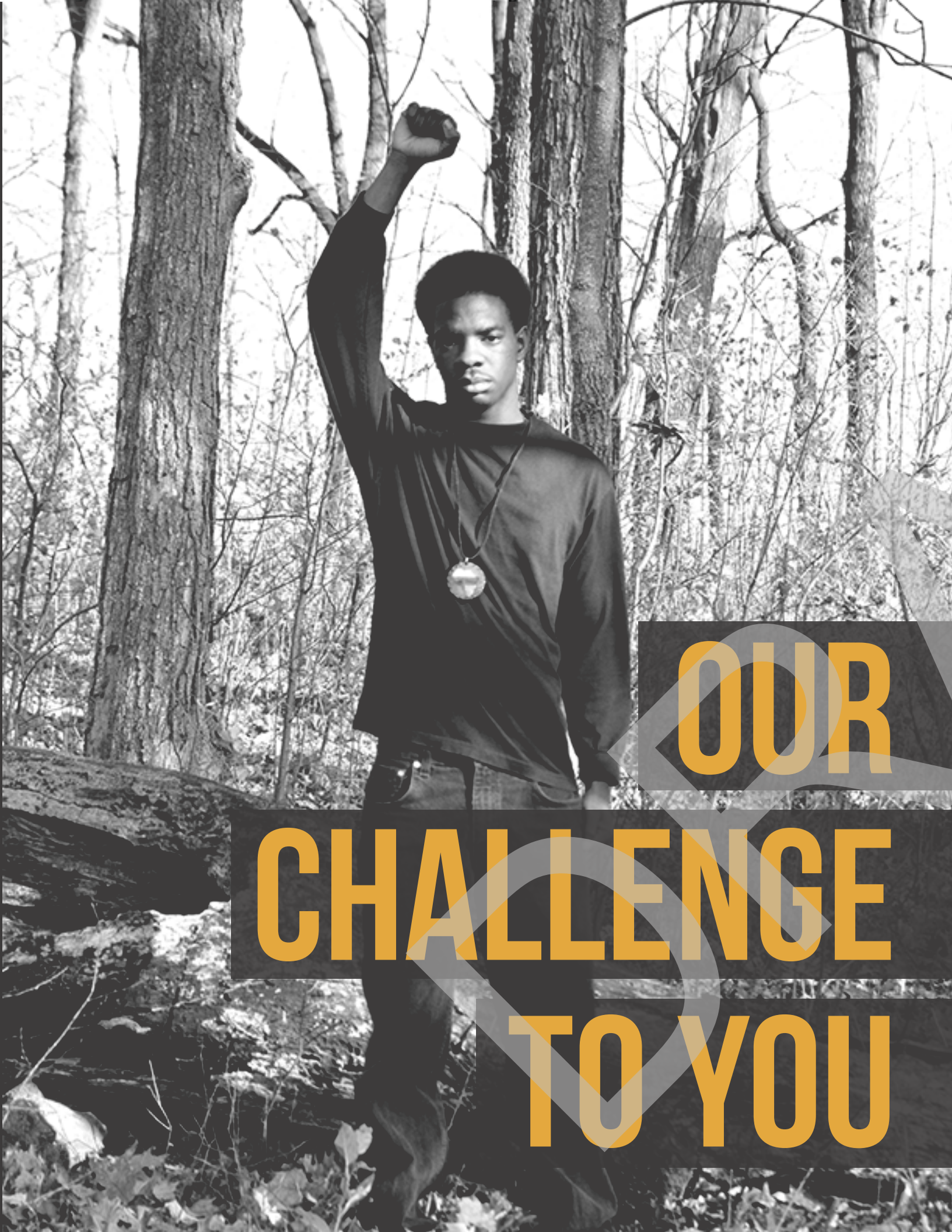
10



PHASE 10. SHARE OUTCOMES, LESSONS LEARNED, AND START OVER

Each one, teach many...start over.

¹⁸ American Society of Quality. Continuous Improvement. Retrieved on January 6, 2016 from <http://asq.org/learn-about-quality/continuous-improvement/overview/overview.html>.



OUR CHALLENGE TO YOU

KNOW AND CLAIM YOUR POSITION

There are many people who want you to live up to your full potential. We challenge you to choose your potential over your present. Decide that you will be a change-agent and decision-maker. Stop believing the negative hype. Consider yourself your best asset. Think of your brothers as assets. Consider yourself an asset to your family, friends, communities, to the city and to the world. There is only ONE you. Think of how important you are to everyone whose life you touch on a daily basis. We need you at home. Think about the impact you can have in your family, in your peer group, at your school, at work, and on your block. You matter. Take ownership of that fact. Decide that you are entitled to a good life. Decide that your children, loved ones, and neighbors have the right to good life - and that you are a source of good in their lives. Here's our recommended next steps:

- STEP 1:** If you have not already done so, read this action plan in its entirety. Forward it to others who may find it interesting. For a study group to read and discuss the plan.
- STEP 2:** Talk to at least 3 people about this plan - share your feelings, thoughts, and concerns. Step 3. Click here to engage in the process (you will be redirected to a google survey). Registering will help us keep you informed of our progress and opportunities.
- STEP 3:** Hold us accountable. Email or call with questions or concerns at [insert email address] or [insert phone number].
- STEP 4:** Treat your brothers with dignity.

Just like there are many who care about you and want you to succeed, there are others who care little about you and could care less if you were incarcerated, unemployed, under-educated or living on the street. There are also folks who want to help you but don't know where to start or what to do - we intend to offer these people some guidance. The people in your life will have to determine if they are hot, lukewarm, or cold about the strategic efforts we will undertake to make this city better for you. Here's some categories and brief considerations that may help you discuss and determine with different people in your life how they might be involved.

THE COMMITTED

People work in multiple places, ranging from the corner offices at City Hall and the seat of County government, to the corner blocks and schools in neighborhoods hardest hit by poverty, crime, violence and disinvestment to improve the lives of Black men and boys. If a person you know is deeply engaged in some sort of Black Male Achievement work and/or if the person professes openly to love, care for, deeply value and respect you and (at least 10) ten Black boys or men, this person will probably be committed to seeing this action plan implemented. These folks are the committed. Share this document with those who you believe, based on your experiences with a person, will be committed. If they are they will respond with something along the lines of "Yes. I'm down. I'm here, I will support you and this cause. Here's what I can do. Help me improve it." We want and need the active involvement and engagement of committed folks. We need their ideas, resources, leadership, and courageous spirit. They will breathe life into this process.

THE INTERESTED

If you know someone who is new to Black Male Achievement work and/or if they may not know more than 10 or so Black men or boys that he or she loves, cares for, deeply values and respects (come on now, they gotta love at least one brother), this person will probably at minimal be interested and at best enthusiastic in the work we will do over the next five years. Upon learning about this plan, they may respond with a statement such as "This sounds good, but I don't know what I can/should do. But I'm interested." The folks who fall into this category are among the interested. An interested person can be swayed to take on your cause. You should invite these people to be passively involved in supporting this action plan and continually keep them updated on the city-wide efforts.

The interested should follow the lead of the committed. In very practical terms, this means that interested persons should not formulate a policy, design programs or strategies, or make critical decisions unless it's done so in close consultation with you and committed folks. You should seek interested people's support for the policies, programs, and strategies that a committed group develop. You should be careful to not allow interested folks to dominate meetings and so on. They are probably able to provide you valuable input, especially as pertains to specific expertise, skills, or resources. But these contributions are valuable when and if you decide you need them. They should not be imposed. And you do not have to accept them.

THE NOT-SO INTERESTED

This action plan requires folks who are committed to personal and institutional change. The work will be uncomfortable and may be downright unpleasant at certain times. If you talk to someone about this report and they are not moved in any way - excited, fearful, curious, nervous - but seem indifferent, they are probably not-so interested. They will in all likelihood not read this plan. They may ask you about it and say "Oh...okay." It's all good. Let's be crystal clear. You may want but not need every one's commitment, enthusiasm, or involvement to implement this action plan. It's okay for folks to not be involved in this particular cause. There are lots of folks who are committed and interested. In other words, "we gon be alright"¹⁹.

If at any point a not-so interested person feels compelled to get more deeply involved, you should welcome him or her while being deliberate about what she or he can contribute. There will be numerous opportunities for folks to contribute over the next five years and beyond. Wrap up your discussion by telling the person "there is a bake sale happening right now. You should go support it." Since this person is probably more interested in supporting a bake sale than in improving your life, they will leave and allow you to refocus your energy. Let her go. Let him go.

THE HOSTILE

You know these people. Somebody came to mind when you read the heading. First off, start and end your conversations with hostile people with "bless your heart." If you encounter people who are outright disagreeable, confused, and unwilling to learn about you, they may be hostile. They ask questions like "Why we always gotta bring up race?". We know these folks exist. They are part of the process of change. They will get in the way. Justice is not on their side.

LET'S GET MOVING

¹⁹Alright by Kendrick Lamar. Album - To Pimp a Butterfly, released in 2015.



INVITATION TO ENGAGE

LET'S PARTNER TO MAKE MILWAUKEE BETTER

If you have read this far, we think that we have captured your interest. You're either committed, interested, or hostile. We welcome you just as you are. Social innovations of this scale involve a broad scope of complexity and uncertainty. We have thought in depth about how to implement our plan in a way that accounts for changing circumstances and emerging conditions while providing continuous feedback to all stakeholders. We will utilize a range of strategies and policies (as presented in the priorities section) to achieve the change with you and on your behalf. We created template worksheets that will guide the process. Although we are marking 2016 as our implementation work is already in progress. The Mayor's Office and other City of Milwaukee offices will provide oversight of implementation of the five year plan and we're excited to work with you. Soooo...Are you inspired and ready to join our effort? if you don't need to be further convinced, [click here to engage now](#).²⁰

²⁰ If you think this plan is awful, we want have your feedback too. Please click here to let us know your thoughts or what we could do - if anything - to change your mind.

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APPENDICES

- A. MAYOR'S OFFICE MBK PROGRAM AND INITIATIVE HIGHLIGHTS
- B. TIMELINE OF MAJOR BMOC EFFORTS
- C. PRIORITY AREA ELEMENTS EXPLANATIONS
- D. ANNUAL CONVENING CALENDARS
- E. ENGAGEMENT QUESTIONNAIRE
- F. REPORT DEVELOPMENT TIMELINE AND METHODS
- G. MILWAUKEE MBK PRIORITY ALIGNMENTS TO MBK GOALS
- H. DIRECTORY OF ORGANIZATIONS, PROGRAMS, AND INITIATIVES

APPENDIX A

MAYOR'S OFFICE PROGRAM AND INITIATIVE HIGHLIGHTS

In this Appendix, we highlight some of the more recent and forthcoming efforts and resources the city has committed to boys and men of color. We specifically focus on the current and emerging infrastructure we are intentionally establishing that will support our My Brother's Keeper work. Some of the committed oversight convening bodies include the Black Male Achievement Advisory Council, Community Engagement and Achievement Collaborative, Milwaukee Fatherhood Initiative, The Office of Violence Prevention's Youth Violence Prevention Initiative, and DataShare among other supports. Our purpose for presenting this information is to demonstrate our past on ongoing commitment to leveraging City resources, supports, and personnel that will ensure the success of Milwaukee's My Brother's keeper initiative.

BLACK MALE ACHIEVEMENT ADVISORY COUNCIL.

In 2013, the City established the Black Male Achievement Advisory Council (BMAAC) by ordinance. The BMAAC was created to advocate and inform policy and decision-making on the issues and barriers that threaten the potential and success of black and other boys and men of color. It is comprised of government, business, education, workforce development, philanthropic, faith-based, and other community leaders. Since the City established the BMAAC and accepted President Obama's MBK Community Challenge in 2014, community stakeholders recommitted to investing in collective efforts to open doors of opportunity for boys and men of color.

Milwaukee Mayor Tom Barrett and other City leaders are in a unique position to promote and support racial equity and inclusion by fostering citywide collaboration. City officials have the authority to place issues onto City and community agendas, possess the influence to serve as conveners and champion partnerships among diverse groups and to leverage local, state, and national government resources to advance the achievement of boys and men of color. To date, some of the resources leveraged have include job training, employment, health, education, housing, and other community development programs and services.

One example of BMAAC's positive impact is its 2014 granting initiative. In 2014, the BMAAC recommended \$300,000 in City funding to support several programs and services beneficial to boys and men of color. Here is a break-down of the funding structure:

\$50,000	Milwaukee Area Workforce Investment Board Employment Readiness Initiative	\$30,000	Milwaukee Fatherhood Initiative MBK Resource Fairs
\$100,000	Milwaukee Area Workforce Investment Board Youth Employment and Engagement Initiative	\$2,500	Urban Strategies, Inc. Youth Police Listening Circles Initiative
\$75,000	Black Health Coalition of Wisconsin Trauma-Informed Care Assistance and Referral Initiative Initiative	\$10,000	Lead2Change Learn, Earn and Achieve with Police Program
		\$32,500	Word of Hope Ministries Milwaukee Job Training and Placement Program

COMMUNITY ENGAGEMENT AND ACHIEVEMENT COLLABORATIVE (CEAC)

Mayor Barrett's 2016 Executive Budget created the Community Engagement and Achievement Collaborative (CEAC) to spark social and economic change. The CEAC will be led by a director and provide the human capital needed to support the work of the BMAAC and advance MBK goals. In addition to helping to advance the BMAAC's mission, the director will work collaboratively with City departments and agencies, standing committees, commissions, task forces, other advisory councils, and community partners to connect organizations and align resources to create an environment of success for boys and men of color. The CEAC will accomplish this through:

- **Developing Strong Partnerships:** Will create a partnership structure that engages government officials and agencies, community and faith-based leaders, families, youth, funders, and other stakeholders committed to improving life outcomes for boys and men of color.
- **Effective Utilization of Data:** Will strengthen data capacity that supports the City's efforts to utilize data to document needs, target resources, assess the effectiveness of strategies and programs, and measure progress in improving life outcomes of boys and men of color.
- **Implementing Comprehensive Strategies:** Will develop and advance new policies, programs, and practices that are of sufficient scale to generate significant improvements in outcomes for boys and men of color in areas such as educational attainment, employment opportunities, family strengthening, and the prevention of violence and violence-related deaths.

The CEAC director will provide strategic direction and guidance to the:

MAYOR'S MILWAUKEE FATHERHOOD INITIATIVE (MFI)

The Mayor's Milwaukee Fatherhood Initiative (MFI) is an anchor black male achievement institution founded in 2005 as a grassroots effort. It has since developed an impressive resume of accomplishments. The MFI program has connected more than 10,000 men and fathers to resources to better meet the emotional and financial needs of their children and families. Over 95% of men served by the MFI have been males of color. The MFI reduced over \$10 million in child support interest debt and has restored driver's license privileges for thousands of fathers.

The MFI is the organizer of the annual Milwaukee Fatherhood Summit which draws an average of 1,000 black males each year. Additionally, the MFI hosted three 2015 MBK Resource Fairs this year attracting over 500 boys and men of color. We are incredibly proud of the success of the Milwaukee Fatherhood Initiative as it is a model of collaboration, focus, and impact.

We believe that with the right supports, additional organizations, programs, and initiatives throughout the city can have a greater or similar impact (as MFI). To lay the foundation for long-term success, the City is actively deploying an array of resources directed at strengthening services and supports for boys and men of color. The new CEAC director will work closely with the MFI Program Manager and Outreach Coordinator to advance the MFI's mission to increase the number of children with involved, committed, and responsible fathers and father figures. The CEAC director will have the opportunity to work with and learn from the success of MFI and use this knowledge to advance and support other programs, including MBK-related efforts.

EQUAL RIGHTS COMMISSION

The Mayor's 2016 budget includes a new Equal Rights Commission (ERC) Specialist position that will add value to BMAAC and MBK efforts. The ERC was re-established in 2009 and consists of seven members appointed by the Mayor subject to Common Council approval. The ERC is responsible for identifying opportunities to improve the equal rights climate in Milwaukee. The Equal Rights Specialist will provide operational support and assist the ERC in fulfilling its mission across three major areas: enforcing housing and employment discrimination laws; working with neighborhoods to improve community relations and address equal rights issues; and creating internal accountability within city departments.

THE OFFICE OF VIOLENCE PREVENTION (OVP)

The Office of Violence Prevention (OVP) works with community partners to reduce risk factors for violence including youth violence that impacts black males. In 2016, the OVP will lead efforts to develop a comprehensive, community informed youth development and violence prevention plan called the Youth Violence Prevention Initiative. The plan will be designed to increase local capacity and fill gaps in current youth violence programs and services through new approaches and will dovetail with priorities outlined in our MBK plan. The plan will be shaped and informed by persons of all ages, cultures, neighborhoods, and professions. It will be driven by data and draw on evidenced-based practices. The Mayor's 2016 budget created two positions to support this youth violence prevention initiative: a plan development manager and a coordinator.

The Milwaukee Homicide Review Commission, also a part of the OVP, has become a critical forum for various stakeholders to work collaboratively to address violence in our community. One of its most promising initiatives includes the development of DataShare, an integrated data system created to strengthen the region's infrastructure to improve public health and safety, and influence comprehensive short-term and longer-term solutions to violence. Although DataShare's current database initial focused on crime data, we have determined it is a useful tool for collecting and storing multiple types of quality of life data. Our goal is to expand the DataShare system to collect and track data related to a range of MBK outcomes across sectors. We aim to de-identify the datasets and make them available for researchers, policy analysts to conduct cutting-edge research that will contribute to the field. A summary of current, in progress, and future data included in the DataShare is presented in Table X. Data sets currently include:

MILWAUKEE POLICE DEPARTMENT (ARREST, INCIDENTS, FRONTLINE)

- Milwaukee County District Attorney
- Milwaukee County Pre-Trial Services
- Milwaukee Health Department (births, immunizations, communicable diseases, elevated blood lead)

DATA IN THE QUEUE:

- Wisconsin Circuit Court
- Milwaukee Public Schools
- Department of Children and Families, Bureau of Milwaukee Child Welfare
- Master Property File
- Milwaukee Department of Neighborhood Services
- U.S. Census Bureau

DATA IN THE WORKS:

- State of Wisconsin Department of Corrections, Head Start, Children's Hospital, Boys and Girls Clubs



CITY OF MILWAUKEE DEPARTMENT OF ADMINISTRATION (DOA).

The director of the City of Milwaukee Department of Administration (DOA) is and will remain actively involved with BMAAC and MBK efforts. The DOA will allocate staff resources to build a stronger MBK infrastructure. To demonstrate these intentions, the Mayor's 2015 budget created two new DOA positions to support CEAC and broader efforts including a community outreach coordinator and community analytics coordinator. The director of the Community Development Grants Administration Division will also play a key role in light of that Division's oversight of federal Community Development Block Grant (CDBG) and other grant funding. Staff at the City's Budget and Management Division will assist the Mayor with tracking racial equity and inclusion performance through the Mayor's Accountability In Management (AIM) process. AIM is the Mayor's primary tool for overseeing the day-to-day operations of City government and holding City managers accountable based on performance-driven data.

APPENDIX A

HISTORICAL TIMELINE OF MAJOR MILWAUKEE BMA-FOCUSED EFFORTS

- 1989 MILWAUKEE AFRICAN AMERICAN MALE TASKFORCE**
Milwaukee Board of School Directors creates task force to address the lagging achievement of black boys, resulting in the creation of Milwaukee African American Immersion Schools – Malcolm X Academy and Dr. Martin Luther King, Jr. Elementary School.
- 1990 MILWAUKEE PARENTAL SCHOOL CHOICE PROGRAM**
The Milwaukee Parental School Choice Program is created allowing parents in Milwaukee to send their children to private schools. First schools in the program include Milwaukee's Bruce Guadalupe Elementary School, Harambee Community School, and Urban Day School led by parents of color.
- 1999 MILWAUKEE FATHERHOOD COLLABORATIVE**
The Milwaukee Fatherhood Collaborative is organized as network of community organizations, social service providers, faith-based and business leaders committed to advocating for father's rights and involving fathers to be more involved in the upbringing of their children.
- 2005 MILWAUKEE HOMICIDE REVIEW COMMISSION**
The Milwaukee Homicide Review Commission is established to gain a better understanding of Milwaukee homicides through strategic analysis and review of homicide cases to tackle violent crime. The Commission draws on public health and criminal justice approaches to produce innovative responses to violence with a focus on prevention strategies and intervention.
- 2006 MILWAUKEE FATHERHOOD INITIATIVE & ANNUAL FATHERHOOD SUMMITS**
The first annual Milwaukee Fatherhood Summit is held as a follow-up to a local training conducted by the National Fatherhood Initiative. With more than 1,200 men attending, the summit prompts the forming of the Milwaukee Fatherhood Initiative to serve as a resource to fathers across the city.
- SDC POVERTY SYMPOSIUM AND BRIDGE OF HOPE COALITION**
In accordance with its role as Milwaukee's designated Community-Action Agency, the Social Development Commission begins hosting a series of Poverty Symposiums resulting in the organizing of the Bridge of Hope Coalition to address root causes and potential solutions to poverty.
- 2007 MILWAUKEE COMMUNITY JUSTICE COUNCIL**
The Milwaukee County Board of Supervisors establishes the Milwaukee Community Justice Council to enhance coordination among local criminal justice system agencies and ensure fair sentencing and rehabilitation of criminal and juvenile offenders.
- 2008 CAMPAIGN FOR BLACK MALE ACHIEVEMENT**
The Open Society Foundations launched the Campaign for Black Male Achievement (CBMA) to address the economic, political, social and educational exclusion of Black men and boys from the American mainstream. CBMA targets Milwaukee to advance BMA strategies.

2009

MILWAUKEE HEALTH DEPARTMENT — MEN’S HEALTH PROGRAM AND MEN’S HEALTH REFERRAL NETWORK

The Milwaukee Health Department (MHD) makes men’s health and wellness a priority. Men’s Health Program serves to help preventing illness, injury, and early death of Milwaukee men and boys, and strengthens coordination of health resources through citywide Men’s Health Referral Network.

2010

MILWAUKEE AFRICAN AMERICAN MALE UNEMPLOYMENT TASK FORCE

The City of Milwaukee creates the Milwaukee African American Male Unemployment Taskforce to address the growing rates of joblessness and issues of unemployment affecting black males. Task Force works to make pathways to employment a priority for the economic growth of Milwaukee.

2011

MILWAUKEE SUCCEEDS

Milwaukee Succeeds is launched as a collaborative effort uniting the Milwaukee community around a shared vision of success for every child, cradle to career. Focused on data and high-impact strategies, the initiative is bringing about lasting change to the way education works for children in Milwaukee.

2012

MILWAUKEE COUNTY PATHWAYS TO RESPONSIBLE FATHERHOOD PROGRAM

Supported by a \$5 million federal grant, the Milwaukee County Pathways to Responsible Fatherhood Project begins to help fathers become engaged in the lives of their children by connecting them with the resources and supports to take care of their families.

2013

NATIONAL LEAGUE OF CITIES AND MILWAUKEE BLACK MALE ACHIEVEMENT ADVISORY COUNCIL

The Milwaukee County Board of Supervisors establishes the Milwaukee Community Justice Council to enhance coordination among local criminal justice system agencies and ensure fair sentencing and rehabilitation of criminal and juvenile offenders.

2013

UW-MILWAUKEE AFRICAN AMERICAN MALES INITIATIVE AND SUMMIT ON BLACK MALE YOUTH

The UWM African-American Male Initiative (AAMI) begins to harness resources to create pathways to higher education for young black males in Milwaukee, including the UWM Summit on Black Male Youth, the largest annual gathering of black male students from school districts across Milwaukee.

2014

MILWAUKEE BOYS AND MEN OF COLOR WEEK

Milwaukee Boys and Men of Color Week - Milwaukee’s first ever Boys and Men of Color Week - the first of its kind in the nation - unites local funders, community leaders, nonprofits and policy makers to collectively explore eliminating barriers and building opportunities for boys and men of color in Milwaukee.

2015

[FILL THIS IN WITH KEY EVENTS AND NEW INITIATIVES]

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APPENDIX C

PRIORITY AREA ELEMENTS AND EXPLANATIONS

(INITIAL GOALS FORMED OCTOBER 2015, TO BE REVISED ON ANNUAL BASIS)

Throughout 2015, we collaborated on a city-wide research project, held community listening sessions, sought expert advice, conducted a policy review, and convened a series of stakeholder groups with the goals of determining how to harness our assets to prioritize a vision and goal for you. Establishing priorities and goals will help us work toward improvement. The goals provide us with specific targets that will keep us focused and engaged in data-based decision-making for improvement. To expedite the engagement process, we worked with numerous groups over the past year to create the priority areas presented in the previous section. Unlike other aspects (goals, partners, strategies), the priority areas will not be modified.

The priorities are inspired by MBK challenge goals; however, we modified the goals based on our institutional focus and dignity-based change model. For example, instead of “Graduate from High School Ready for College or Work” we modified the goal into a priority statement “Graduate Black Males from High School Ready for College or Career.” These reframed goals are critically important because they place the primary responsibility on organizations/partners, programs, and initiatives who receive funding to ensure that boys and young men of color succeed.

For each priority area, we also developed SMART goals that can be tracked to monitor our progress. We will monitor progress based on rates of change and make adjustments, as needed, that are required to accomplish the 15 year vision. Both progress goals and outcome goals are included in the priority areas. We identify institutions and age groups who will be affected. This level specificity will allow partner organizations to clarify and refine their focus areas and distribute resources and efforts across the developmental pipeline. The presented strategies and policies are starting points for ways to think about how to meet SMART goal targets. We expect the priorities, SMART goals, institutional targets, and age groups to be stable after year two years. But, like with any improvement process, they may be modified based on lessons learned. The strategies will be subject to change and will likely undergo refinement as we get the change process underway.

The priority areas are written as action directives. In other words, they say “do something specific.” Although the priorities begin with SMART Goals, it makes more sense to read each priority area from the bottom up. For example: “A,B,C” initiatives and programs will be supported by “A,B,C” organizations and/or partners to engage in “A,B,C” strategies to make an impact for “A” age group in A,B,C institutions. The actions will meet MBK Priority “1,2,3” SMART goals and are designed to push the institutions to...” Here a concrete hypothetical example: “The Milwaukee college access program will be supported by MPS and the Consortium of Local Universities to provide summer SAT boot camps and college campus tours for all 9th and 10th graders in MPS schools. The actions will meet MBK Priority 1 SMART Goals 3 and 4 and are designed to foster collaboration between high schools and colleges to work together to graduate black males from high school ready for college and career.” Each priority area is assigned a priority type (and in some cases, two types):



PUSH



PULL



FIRE-FUELING



BARRIER REDUCTION



PUSH PRIORITIES

Push priorities focus on pushing you out of a system or pushing you to engage in an activity or reach a milestone we anticipate will enhance your sense of dignity. Graduating from high school, submitting applications, or job training programs are a few examples. We will ask the stakeholder involved in push priorities to get behind you in the race, pushing you with the supports, services, and encouragement you need at any given moment to reach the finish line of a particular milestone.



PULL PRIORITIES

Pull priorities focus on pulling you into a system or engaging you in an activity that is shown to increase your sense of dignity. These activities include making institutions where you might be marginalized or have limited access into more accessible and inviting places. We will ask the stakeholders involved in pull priorities to stand on the other side of the milestone lines and prepare to welcome and support you with open arms when you arrive. These folks will be standing behind the finish line gesturing for you to finish the race.



FIRE-FUELING PRIORITIES

Barrier reduction priorities focus on reducing barriers that impede the push-pull process and thus threaten your ability to access the institutions and achieve that milestones that increase your sense of dignity. These include reducing barriers that make milestones, such as graduating from high school, completing a program, or gaining entry into a place of employment of post-secondary opportunity more difficult. The stakeholders involved in barrier reduction priorities will work to make sure that obstacles are not in the way or will work to remove obstacles so that the path will be clear and straightforward as you run your race.



BARRIER REDUCTION PRIORITIES

Barrier reduction priorities focus on reducing barriers that impede the push-pull process and thus threaten your ability to access the institutions and achieve that milestones that increase your sense of dignity. These include reducing barriers that make milestones, such as graduating from high school, completing a program, or gaining entry into a place of employment of post-secondary opportunity more difficult. The stakeholders involved in barrier reduction priorities will work to make sure that obstacles are not in the way or will work to remove obstacles so that the path will be clear and straightforward as you run your race.



SMART GOALS

Each priority area contains a set of 3 to 6 SMART Goals. These goals will be the targets that we will use to determine how to align our work and resources as well as to monitor our progress on reaching these goals. The “S” in the goals refers to specific. The “M” stands for measurable. The “A” refers to achievable, but if we are able to exceed the achievement, we will readjust it by setting a higher bar. The “R” means results-focused. In other words, the goal can be met or not. We will stay focused on the result. Finally, the “T” refers to time-sensitive, meaning that we are giving ourselves a limited yet realistic time to meet the goals. We decided to include a progress check in on an annual basis. These SMART goals are subject to minor modification and we expect that they will be solidified by the start of year 2.



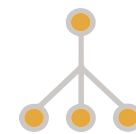
INSTITUTIONAL TARGETS AND AGE GROUPS

Our focus is on improving institutions. The institutional targets will help service providers and stakeholders have a clear sense of where to direct their work and services to best assist meet the goals. The targets are subject to minor modification. The age groups ensures that we are meeting the needs across the pipeline, especially at the ages where Black males are most likely to be disconnected from dignity-cultivating institutions.



SUGGESTED STRATEGIES

The suggested strategies include policies, the formation of alliances, and related efforts that have a demonstrated, emerging, or promising track-record of improving the city’s ability to meet its identified priorities. Our initial set of strategies is purposefully far-reaching and encompassing - many ideas are on the table. Through the engagement process, we will refine the strategies as needed. The strategies will have a medium level of variability as the effectiveness of each are determined by changing conditions.



ORGANIZATIONS / PARTNERS, PROGRAMS, AND INITIATIVES

The organizations / partners, programs, and initiatives refer to the agencies, organizations, collaborative groups, and so on who will commit to carry out or implement the suggested strategies. The organizations and partners will have a medium level of variability as the effectiveness of each are determined by changing conditions. However, we expect firm stability by year 3.

APPENDIX D

MILWAUKEE MBK ANNUAL CONVENING CALENDARS

2013

JANUARY	FEBRUARY	MARCH	APRIL
			National League of Cities (NLC) and Campaign for Black Male Achievement (CBMA) select Milwaukee as one of 11 cities for "Cities Promoting BMA Technical Assistance Program"
MAY	JUNE	JULY	AUGUST
			Milwaukee Common Council creates Milwaukee Black Achievement Advisory Council to advise Mayor and City leadership on BMA strategies. 13 members appointed by Mayor and Common Council
SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
			12/18 - First Summit on Black Male Youth - Milwaukee, hosted by UW-Milwaukee

CONVENING & PRE-PLANNING - 2014

JANUARY	FEBRUARY	MARCH	APRIL
1/27 - First full meeting of Milwaukee Black Male Achievement Advisory Council - BMAAC timeline and Committee	President Obama launches White House My Brother's Keeper Initiative Forming of BMAAC Committees and MBK alignment	Engagement of community stakeholders and meeting of BMAAC Committees	Engagement of community stakeholders and meeting of BMAAC Committees
MAY	JUNE	JULY	AUGUST
Engagement of community stakeholders and meeting of BMAAC Committees Research Center for Urban Education Leadership hired Monique Liston as a Research Assistant	Engagement of community stakeholders and meeting of BMAAC Committees	Engagement of community stakeholders and meeting of BMAAC Committees	Engagement of community stakeholders and meeting of BMAAC Committees
SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Launch of MBK Community Challenge - City of Milwaukee signs on	10/22-26 - Council of Great City Schools Annual Conference hosted by Milwaukee Public Schools - MPS and 65 urban school district sign on to MBK Challenge 10/29-11/1 - First ever Milwaukee BMOC Week Launch of UW-Milwaukee African American Males Initiative (AAMI)	11/19 - BMOC Week follow-up meetings; identification and organizing of MBK Challenge action planning actors Milwaukee County signs on to MBK Challenge	Engagement of community stakeholders 12/17 - 2nd Annual UW-Milwaukee Summit on Black Male Youth (400 student and adult participants)

COORDINATION, RESEARCH, AND PLANNING - 2015

YEAR ONE - 2016

JANUARY	FEBRUARY	MARCH	APRIL
<p>Start of MBK Challenge Action Planning – 1/7 First Local Action Planning Team Meeting</p> <p>1/15 – Building Resiliency in BMOC Forum (Racine, WI)</p>	<p>2/12 – White House MBK Community Challenge National Convening, (Washington, DC)</p>	<p>Forming of Local BMOC Funders Group</p> <p>3/7 – BMOC Critical Issues Forum, Part 1 (NPC)</p> <p>3/21 – Presentation at ASCAC Conference in Seattle, WA</p> <p>3/24 – ABFE RPBC Workshop (Funders Group)</p> <p>BG Clubs Boys of Color Initiative Launch</p>	<p>4/8 – Local Action Planning Day w/ Eric Grimes</p> <p>4/18 – Presentation at American Education Research Association</p> <p>4/24 – Urban Men in Poverty Symposium (Marquette University)</p> <p>Start of city-wide Youth Violence Prevention Blueprint planning</p>
MAY	JUNE	JULY	AUGUST
<p>5/7 – Stewardship of the Moment, Movement and Momentum Advanced BMA Seminar w/ Eric Grimes (NPC)</p> <p>5/12 – BMOC Critical Issues Forum, Part 2 (NPC)</p> <p>5/13 – BCDI-Milwaukee State of the Black Child Forum, Part 1</p> <p>5/27 – CUIR Urban Initiatives Conference and local MBK briefing w/ Michael Smith, WH MBK Director</p> <p>5/30 – Local MBK Summit (Northside MKE)</p>	<p>Start of summer youth programs – Be the Change, Earn & Learn, Youth Works MKE, etc.</p> <p>6/20 – Brain, Brawn & Body Men’s Wellness Summit</p> <p>6/22 – Convening of local mentoring orgs and start of Milwaukee Mentor Network planning – Partnership w/ Milwaukee Bucks and Milwaukee Public Schools)</p>	<p>Start of 300 Strong Campaign – partnership w/ BG Clubs, Center for Youth Engagement, Operation Dream, Running Rebels, Universal Schools</p> <p>7/20-21 – WI Strategic Values Project – Racial Equity Convening (Racine, WI)</p> <p>7/22 – Local MBK Neighborhood Summit (Southside Milwaukee)</p>	<p>8/12 – BCDI-Milwaukee State of the Black Child Forum, Part 2</p> <p>8/12-13 – Local youth and leadership forums with Minister Louis Farrakhan</p> <p>8/15 – 2015 FELLAS Magazine 5K MAN UP Walk for Wellness</p> <p>8/26 – Freedom from the Inside Out Milwaukee Re-entry Summit</p> <p>8/27 – MCFI Black Male Summit</p> <p>MPS Black Lives Matter Resolution passage</p>
SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
<p>9/12 – Local MBK Neighborhood Summit (Central Milwaukee)</p> <p>9/26 – 300 Strong Campaign Kickoff Rally (Washington Park)</p> <p>9/30 – WCS Black Male Resource Summit</p> <p>Dr. Decoteau Irby commissioned to write local MBK Action Report</p>	<p>10/8-9 – Beyond the Bell Milwaukee Institutes & launch of BTB Youth Map App</p> <p>10/10 – 20th Anniversary Million Man March Commemoration (Washington, DC)</p> <p>10/16-17 – 10th Annual Milwaukee Fatherhood Summit</p> <p>10/19-24 – 2015 Milwaukee BMOC Week (10/19 Black Male Breakfast and Leadership Session, 10/21 UEDA Economic Development</p>	<p>Onboarding of local AmeriCorps programs (Public Allies, City Year, Teach for America) and into local MBK action planning</p> <p>Summit, 11/23 MPS MBK Action Plan Strategy Session)</p> <p>10/26-30 – 2015 PolicyLink Equity Summit (Los Angeles)</p>	<p>12/15-16 – 3rd Annual UW-Milwaukee Summit on Black Male Youth (800 student and adult participants from across Milwaukee region)</p>

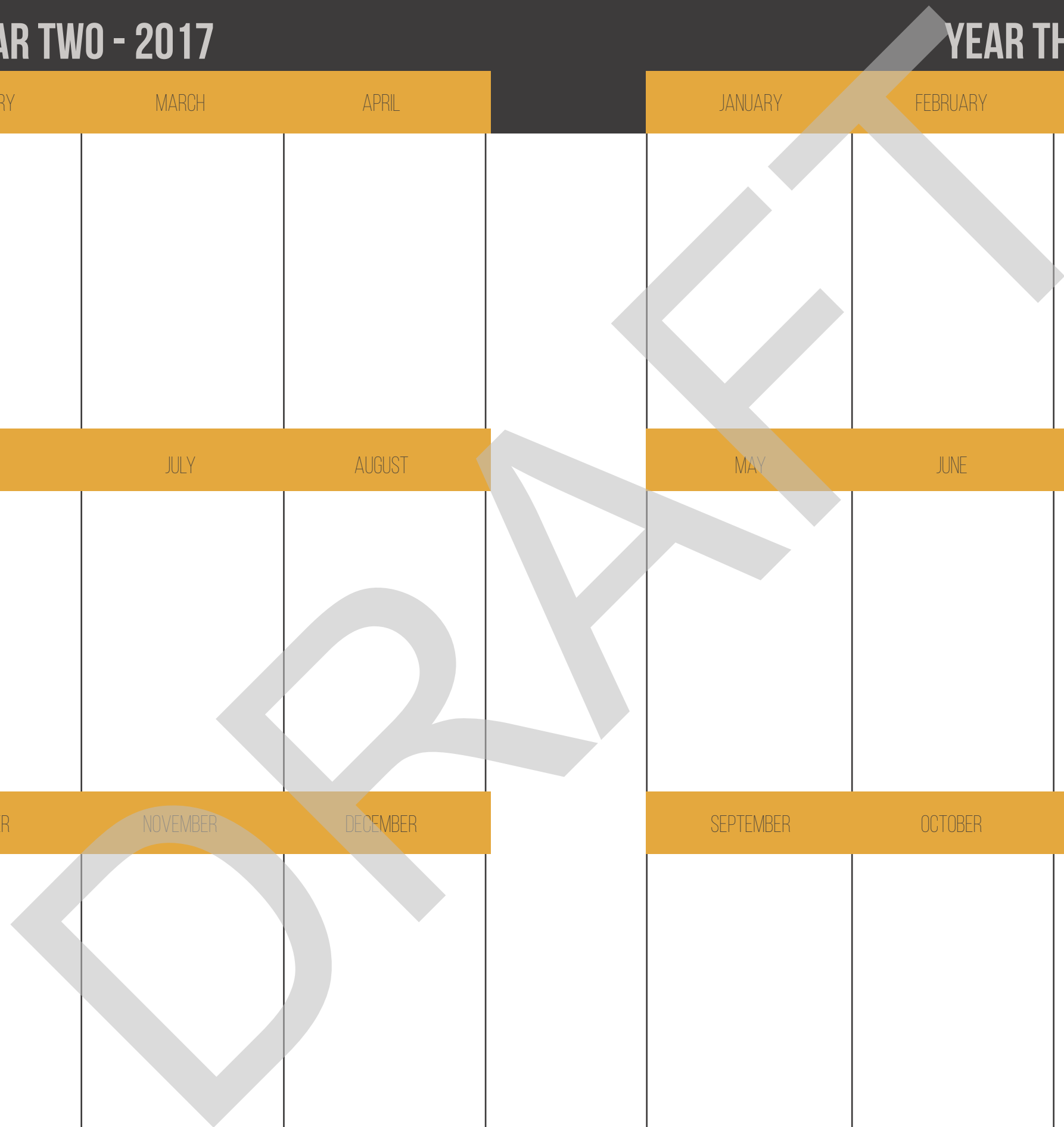
JANUARY	FEBRUARY	MARCH	APRIL
MAY	JUNE	JULY	AUGUST
SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER

YEAR TWO - 2017

JANUARY	FEBRUARY	MARCH	APRIL
MAY	JUNE	JULY	AUGUST
SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER

YEAR THREE - 2018

JANUARY	FEBRUARY	MARCH	APRIL
MAY	JUNE	JULY	AUGUST
SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER



YEAR FOUR - 2019

JANUARY	FEBRUARY	MARCH	APRIL
MAY	JUNE	JULY	AUGUST
SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER

YEAR FIVE - 2020

JANUARY	FEBRUARY	MARCH	APRIL
MAY	JUNE	JULY	AUGUST
SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER

APPENDIX E

ENGAGEMENT QUESTIONNAIRE TEXT

Thank you for your interest in the Milwaukee My Brother's Keeper Challenge. Please select up to three priority areas that you are most committed to addressing:

- 1 Graduate male students' of color from high school ready for college and or the workplace
- 2 Accept, retain, and graduate males of color from post-secondary education or job training programs
- 3 Make workplaces attractive and accessible to males of color
- 4 Retain and promote employees who identify as males of color
- 5 Increase the capacity of males of color to combat violence and victimization
- 6 Improve the administration of justice for boys and men of color
- 7 Protect the physical, emotional, mental, and spiritual wellness of men and boys of color
- 8 Fuel creative and entrepreneurial innovations among boys and men of color
- 9 Increase the representation and participation in decision-making bodies and processes across all sectors for boys and men of color
- 10 Establish alternative community-based institutions to sustain BMOC achievement efforts

Please tell us about who you are (check select all that apply):

- I am a youth/teen male who would benefit from MBK efforts
- I am an adult male who would benefit from MBK efforts
- I work in the non-profit sector
- I work in the private sector
- I work in the medical field
- I work at a foundation or funding agency
- I am a public servant (police, firefighter, etc.)
- I am an organizer or community activist
- I am an elected official (or appointee)
- I am an academic, researcher, or evaluator
- I am an educator / teacher
- I am a person who is committed to learning more about dignity-based approaches for working with boys and men of color

Please provide us with your contact information. Your information will be used only for Milwaukee MBK related purposes. It will not be shared with third parties.

PREFIX:

FIRST NAME (REQUIRED):

LAST NAME (REQUIRED):

ORGANIZATION (IF APPLICABLE):

STREET ADDRESS OR PO BOX:

CITY:

STATE:

ZIP:

PHONE:

EMAIL:

TWITTER HANDLE:

FACEBOOK:

LINKED IN:

WEBSITE:

Indicate your preferred method of communication. [list options]

Would you like to receive regular email updates related to our work?

- Yes
- No

We welcome your comments, suggestions, and feedback. Please use the space to offer written feedback:

Thank you for submitting your responses. We will add you to a database and keep you updated on how you can contribute to our efforts

APPENDIX G

MILWAUKEE MBK PRIORITY ALIGNMENTS

MILWAUKEE PRIORITIES

- 1 Graduate male students' of color from high school ready for college and or the workplace
- 2 Accept, retain, and graduate males of color from post-secondary education or job training programs
- 3 Make workplaces attractive and accessible to males of color
- 4 Retain and promote employees who identify as males of color
- 5 Increase the capacity of males of color to combat violence and victimization
- 6 Improve the administration of justice for boys and men of color
- 7 Protect the physical, emotional, mental, and spiritual wellness of men and boys of color
- 8 Fuel creative and entrepreneurial innovations among boys and men of color
- 9 Increase the representation and participation in decision-making bodies and processes across all sectors for boys and men of color
- 10 Establish alternative community-based institutions to sustain BMOC achievement efforts

MBK GOALS

- Ensuring all youth graduate from high school
- Ensuring all youth complete post-secondary education or training
- Ensuring all youth out of school are employed
- Ensuring all youth out of school are employed
- Ensuring all youth remain safe from violent crime
- Ensuring all youth remain safe from violent crime
- Ensuring all youth remain safe from violent crime
- Ensuring all youth out of school are employed
- Not aligned to national goals – locally derived
- Not aligned to national goals – locally derived

APPENDIX H

DIRECTORY OF ORGANIZATIONS, PROGRAMS, AND INITIATIVES

EDUCATION/WORK

COMPETE MILWAUKEE

In 2015, Mayor Barrett and the Milwaukee Area Workforce Investment Board (MAWIB) launched the Compete Milwaukee initiative, a four-part workforce development strategy that facilitates linkages between private-sector employer demand and workforce supply. Compete Milwaukee primarily seeks to serve chronically-underemployed individuals through a Community Work Partnership – Transitional Jobs program funded through City of Milwaukee funding combined with federal Temporary Assistance for Needy Families (TANF) funding from the State of Wisconsin Department of Children and Families. There are four strategies aligned to create individualized pathways to employment through personalized case management and strategic interventions, with the goal of participants securing full-time, unsubsidized, family-sustaining employment after 1,040 hours of transitional work.

EARN AND LEARN YOUTH EMPLOYMENT PROGRAM:

Mayor Tom Barrett launched the Earn & Learn program in 2004 to provide employment opportunities in the city for high school youth and young adults, exposing them to the working world and improving workforce preparedness. The program, jointly operated by the Milwaukee Area Workforce Investment Board (MAWIB) and the City of Milwaukee, is a public-private effort that helps young people make a successful transition from adolescence to adulthood by providing opportunities to develop work-readiness skills while earning wages working in government, community and faith-based organizations, and private sector businesses during the summer and year-round.

MAYOR' MANUFACTURING PARTNERSHIP.

To ensure Milwaukee's local manufacturing companies have the workers they need, Mayor Barrett created the Mayor's Manufacturing Partnership, a collaborative initiative between the City of Milwaukee, Milwaukee Area Workforce Investment Board, WRTP/BIG STEP and the Milwaukee Area Technical College seeks to address the shortage of skilled workers for open manufacturing jobs. Since the Partnership began in spring of 2012, more than 800 individuals have been trained, placed or advanced their skills in the manufacturing industry.

MILWAUKEE BUILDS:

This workforce development program is administered by the City of Milwaukee in collaboration with the Milwaukee Christian Center and Northcott Neighborhood House. It provides skilled apprenticeships to the building trades, utilizing on-the-job training and a Department of Labor approved educational and certification curriculum. The program trains on average 80 low-income residents annually and 93% of participants are people of color, the vast majority being males.

MILWAUKEE PUBLIC SCHOOLS.

Milwaukee Public Schools is the largest school district in Wisconsin and is committed to accelerating student achievement, building positive relationships between youth and adults and cultivating leadership at all levels.

STRENGTHENING DIVERSITY IN URBAN FORESTRY PROGRAM:

This program, administered by the City of Milwaukee, partners include the USDA Forest Service, Milwaukee Area Workforce Investment Board, Wisconsin Regional Training Partnership/BIG STEP, Tree Care Industry Association, AFSCME, and Milwaukee Area Workforce Funding Alliance. Through this program, paid on-the-job trainees participate in a rigorous 32-week program to gain skills needed to work in the tree care industry. The program targets African American and other males of color.

STRONG NEIGHBORHOOD PROGRAM:

Mayor Tom Barrett launched the program in 2013 to address the foreclosure problem, improve the housing stock throughout the city, and strengthen and stabilize Milwaukee's central city neighborhoods. Milwaukee's HOME/GROWN program is a part of the SNP strategy; it re-imagines how urban liabilities like foreclosed properties can be turned into assets that increase the availability and demand for healthy foods. Organizations like Growing Power, led by nationally recognized Will Allen, are offering training and hands-on work experience for boys and young men of color interested in being a part of Milwaukee's growing urban agricultural movement.

THE DOMBROWSKI LANDSCAPE TRAINING INITIATIVE:

This program, named after a former city employee who donated his estate, offers men of color paid on-the-job training and an opportunity to earn special certifications in urban forestry. Launched in 2014, Dombrowski Landscape Training Initiative recruited participants who worked on city tax foreclosed lots and another branch of the program targets former offenders working with a local nonprofit. Both efforts target underemployed adults, mostly men of color, and dislocated workers; over 100 men have benefited.

UNIVERSITY OF WISCONSIN-MILWAUKEE

University of Wisconsin-Milwaukee is the most diverse public university in the University of Wisconsin System. It is a learning destination for more than 25,000 students and offers a uniquely relevant learning experience, educating more Wisconsin residents than any university in the world and recruiting a growing population of international students and faculty.

YOUTH BUILD:

This workforce development program is administered by the City of Milwaukee in collaboration with the Milwaukee Christian Center and Northcott Neighborhood House. It provides low-income, at-risk youth and young adults, ages 18 to 24, with comprehensive training and employment services to help them to lead responsible lives. Participants receive academic assistance so they can earn their GEDs, as well as hands-on construction skills through the building or rehabilitation of houses.

FAMILY

ALMA CENTER

The Alma Center works locally and nationally to break the cycle of domestic violence in families by changing abusive men. Alma Center programs are developed from the core philosophy that men who perpetrate domestic violence can change. When the men are able to identify and resolve the trauma in their own lives, they are able to acquire the skills and understanding to become good partners, fathers, and citizens.

BLACK CHILD DEVELOPMENT INSTITUTE-MILWAUKEE

The Black Child Development Institute - Milwaukee (BCDI-Milwaukee) is a local affiliate of the National Black Child Development Institute (NBCDI), which exists to improve and protect the quality of life of all children and families, specifically those of African American descent. Their specific goals for Black children and their families are to implement and provide services to enhance their quality of life, assess public policies impacting them, and develop/ strengthen/recommend policy changes for their betterment.

CITY OF MILWAUKEE HEALTH DEPARTMENT, FAMILY AND COMMUNITY HEALTH SERVICES:

The Health Department's Community Health Care Access Program (CHAP) is the City's health insurance enrollment program that provides assistance to various resources, including the Health Insurance Marketplace and Medicaid. The Direct Assistance for Dads Project, launched in 2013, is the first comprehensive evidence-based home visitation program for fathers in Milwaukee. The Men's Health Center provides education, screenings, and referrals for over 1,500 men, of which three-quarters of the population served were men of color.

JOURNEY HOUSE

Journey House empowers families on Milwaukee's near Southside to move out of poverty by offering adult education, youth development, workforce readiness, and family engagement.

MILWAUKEE FATHERHOOD INITIATIVE:

The Milwaukee Fatherhood Initiative (MFI) was launched by Mayor Tom Barrett and many other community partners in 2005. It aims to improve the well-being of the young people of our community by increasing the number of children with responsible, committed, and involved fathers. The program involves the active participation of dozens of businesses, faith-based, philanthropic, and other community partners. It has connected over 10,000 men to resources to better meet the social, emotional, and financial needs of their children and families - including parenting, child support driver's license recovery, employment, education, health, and other services. Over 95% of program participants are African American and other males of color.

MY FATHER'S HOUSE

The mission of My Father's House Inc. is to influence and support the community in building strong and responsible fathers that better the lives of children and families. Their vision as a premier community network is to assist males in becoming better fathers.

ZILBER FAMILY FOUNDATION

The Zilber Family Foundation is dedicated to enhancing the well-being of individuals, families, and neighborhoods. The Foundation supports nonprofit organizations to: address basic needs and help ensure personal safety; increase access to social and economic opportunity; and improve the quality of life in neighborhoods.

PUBLIC SAFETY AND OUTREACH

BUILDING NEIGHBORHOOD CAPACITY PROGRAM

A project of the White House's Neighborhood Revitalization Initiative. The program is focused on empowering Milwaukee's Amani and Metcalfe Park neighborhoods to develop and obtain the tools and resources they need to transform neighborhoods of concentrated poverty into neighborhoods of opportunity.

FLOOD THE HOOD WITH DREAMS

Flood The Hood With Dreams (FTHWD) is a 4-week internal conflict resolution training program, led by Muhibb Dyer and Kwabena Nixon, nationally recognized authors, that engages at-risk middle school students (exhibiting chronic tardiness and behavioral issues), to get to the core of critical and underlying problems. To do this, the workshops employ a heavily participatory approach.

MAYOR'S OFFICE OF VIOLENCE PREVENTION

The Office of Violence Prevention (OVP) provides strategic direction and oversight of city efforts and partnerships that reduce the risk of violence through linked strategies with government, non-profits, schools, neighborhoods, and faith-based organizations. OVP is also a beneficiary of collaboration with the nationally regarded Milwaukee Homicide Review Commission, in the development and implementation of the innovative Data Repository Hub. In partnership with MHD, MPD, the District Attorney, the Courts, schools and other institutions, the hub will contain merged criminal justice, public health, court and other data, which will provide information to allow us to look at long-term trends in the community.

MILWAUKEE POLICE DEPARTMENT OFFICE OF COMMUNITY OUTREACH AND EDUCATION

The Milwaukee Police Department strives to build effective partnerships with the community to reduce the levels of crime, fear, and disorder through community based, problem-oriented, and data-driven policing. To better community-police relations, MPD created the Office of Community Outreach and Education (OCOE) designed to increase community involvement in crime prevention and public safety projects. Assigned OCOA officers work hand in hand with resident, school, and communities providing education and outreach.

LEARN, EARN AND ACHIEVE WITH POLICE (LEAP):

The purpose of this program is to bridge the gap between the city's major corporations and our city's talented young adults. The LEAP program addresses the city "brain drain" issues and our major corporation's efforts to diversify its workforce. Participating companies employ teens (ages 17 - 19) 20 hours per week for eight weeks (June through August), Monday through Thursday and on Fridays these interns take part in the aforementioned S.T.O.P. Program activities.

STUDENTS TALKING IT OVER WITH POLICE (S.T.O.P.):

The purpose of this program is to bridge the gap between the city's major corporations and our city's talented young adults. The LEAP program addresses the city "brain drain" issues and our major corporation's efforts to diversify its workforce. Participating companies employ teens (ages 17 - 19) 20 hours per week for eight weeks (June through August), Monday through Thursday and on Fridays these interns take part in the aforementioned S.T.O.P. Program activities.

THE POLICE AMBASSADOR PROGRAM:

This program was created as part of Mayor Barrett's "Compete Milwaukee" initiative. The Ambassador program seeks to expand on Compete Milwaukee's focus on transitional traditional jobs by expanding the principal goals beyond securing full-time, unsubsidized employment. While providing a short-term (1,040 hours) work experience.

YOUTH POLICE LISTENING CIRCLES INITIATIVE:

This program provides round table events to help bridge the gap between police and youth, and work to put an end to violence. The listening circles follow a restorative tradition of peacemaking circles, which is a structured process used to bring people together where everyone is respected and everyone is equal. The underlining purpose is to help groups better understand one another, build and strengthen bonds and curve violence in the community.

ADDITIONAL BMOC-SERVING ORGANIZATIONS, PROGRAMS, AND INITIATIVES (IN ALPHABETICAL ORDER)

ASQ DEVELOPMENTAL SCREENING

The Ages and Stages Questionnaire (ASQ) is a childhood developmental screening tool that recognizes parents as the experts of their children. Working with the Milwaukee Health Department, early education providers and advocacy groups like the Milwaukee Chapter of the Black Child Development Institute (BCDI), hundreds of childcare providers and early childhood educators across Milwaukee County have been trained to partners with parents to administer the ASQ tool. They've also been working with pediatricians, hospitals, and community health clinics in targeted neighborhood to increase the number of children who receive early development screening through their health care providers.

BEYOND THE BELL MILWAUKEE.

Two years ago Milwaukee youth serving agency leaders and funders gathered to discuss the results of a survey designed to uncover challenges facing the youth development sector in Milwaukee. The group unanimously supported the establishment of a "city-wide intermediary" and this marked the launch of Beyond the Bell Milwaukee, an initiative that would help Milwaukee's youth development practitioners address issues of access, quality, data, policy, and funding. Beyond the Bell Milwaukee's effort are driven by service providers, funders, youth, policy makers, businesses and public institutions all committed to ensuring that youth have access to coordinated and quality programs and services.

CENTER FOR YOUTH ENGAGEMENT

The Center for Youth Engagement is an agency committed to increasing the quality and accessibility of opportunities for under-served youth throughout the world. They believe that all young people deserve to grow up in communities that provide quality services, opportunities, and supports needed for them to enter adulthood ready for college, work, and life-long civic engagement.

CENTER OF EXCELLENCE FOR SKILLED TRADES AND INDUSTRY

Wisconsin Regional Training Program (WRTP)/BIG STEP launched the Center of Excellence for Skilled Trades & Industry in 2005 to develop and expand programs for several major industrial projects in the region and to address the reemergence of the skills shortage in the sector. The center is located at the heart of Milwaukee's central city and serves as a clearinghouse for the assessment, preparation, and placement of job-ready candidates for careers in construction, manufacturing and other emerging sectors. Through WRTP/BIG STEP's efforts, the Center of Excellence has increase minority representation in the skilled trades by sixty percent by providing career pathways for job seekers and helping to meet the needs of employers looking to hire a diverse set of qualified candidates in family-supporting jobs.

CDF FREEDOM SCHOOL NETWORK

A growing network of Children's Defense Fund (CDF) Freedom School programs are emerging across the city each summer seeking to build strong, literate, and empowered children prepared to make a difference in themselves and their communities. In partnership with local church congregations, schools and community organizations, Milwaukee Freedom Schools play a much needed role in helping to curb summer learning loss and close achievement gaps. Founded in 1995, CDF Freedom Schools boosts student motivation to read, generates more positive attitudes toward learning, increases self-esteem and connects the needs of children and families to the resources of their communities.

THE CITY OF MILWAUKEE

The City of Milwaukee is the largest city in the State of Wisconsin. It is the county seat of the Milwaukee County and is located on the southwestern shore of Lake Michigan. According to the 2010 census, the City of Milwaukee has a population of 594,833. Milwaukee is the main cultural and economic center of the Milwaukee-Racine-Waukesha Metropolitan area. Mayor Tom Barrett is the current mayor of the city.

COMING TOGETHER PARTNERSHIP FOR YOUTH VIOLENCE PREVENTION

The Coming Together Partnership a coalition of youth-serving agencies, hospital systems and the city government that supports community programs aimed at working with youth to end gun violence by convening community forums to build collaboration, providing small grants to grassroots youth-oriented organizations, and building awareness of the need for cooperative action. Since youth are most seriously affected by the epidemic of gun violence, their involvement is vital to molding of gun violence prevention efforts. The annual Coming Together Summit brings together more than 200 youth, community workers and leaders to discuss the impact of gun violence on young people and collectively develop strategies to prevent and reduce its impact in Milwaukee.

COMMUNITY ADVOCATES PUBLIC POLICY INSTITUTE

Community Advocates established the Public Policy Institute in 2008 to work toward preventing and reducing poverty while improving the quality of life for individuals and families in Milwaukee and throughout Wisconsin.

DIVERSE AND RESILIENT

Diverse & Resilient envisions a future where lesbian, gay, bisexual, and transgender people in Wisconsin thrive, living healthy, satisfying lives in safe, supportive communities. Their long-term objective is to eliminate health disparities between LGBT people and the general population, as measured by commonly accepted indicators of physical and mental health.

FONDY-NORTH ECONOMIC DEVELOPMENT CORPORATION.

The Fondy-North EDC (FNEDC) was established in July 2012 and is a community development non-profit dedicated to facilitating asset, business, entrepreneurial efforts and job development to revitalize targeted neighborhoods located within the area of 8th to 27th and Walnut to Locust Streets. In 2012, the Fond North EDC kicked off its flagship program and annual Black Men Standing Initiative (BMSI). The FNEDC provides Technical Assistance in the area of Financial Literacy, Real Estate & Home Ownership, Business Development and Job Creation and Employment. The FNEDC is the Fiscal Manager and Collaborating partner for the North Avenue Marketplace Business Improvement District.

HELEN BADER FOUNDATION

The foundation supports Workforce Development and Community Partnerships for Youth, both focused on strengthening low-income Milwaukeeans, and a commitment to Jewish Education in greater Milwaukee. They also encompass issues on a broader scale, including Community Initiatives and Directed Grants programs.

I HAVE A DREAM MILWAUKEE

I Have a Dream Milwaukee is a public/private effort that was launched in 2008 and is committed to improving the educational aspirations of youth of color in Milwaukee. The program empowers students, called Dreamers, to achieve a higher education by guaranteeing each college tuition and long-term mentoring and social support for their families through college. I Have a Dream Milwaukee has garnered over \$2 million in investments to guarantee every Dreamer access to comprehensive, year-round tutoring and college support until they complete college.

IMMUNIZE MILWAUKEE

Immunize Milwaukee is a community-led initiative focused on innovative education, communication, and collaboration to improve and sustain early vaccination rates in Milwaukee. Immunize Milwaukee also supports the Milwaukee Immunization Task Force, a partnership between Milwaukee Public Schools, the Milwaukee County District Attorney, Boys and Girls Clubs, and the Wisconsin Department of Public Health - Division of Public Health to increase compliance with school required vaccinations. Activities of the taskforce have included reconciliation of school and Wisconsin Immunization Registry (WIR) records, education and outreach to parents, and collaboration with schools to increase vaccination compliance rates within Milwaukee Public Schools.

MATC MEN OF COLOR INITIATIVE

Milwaukee Area Technical College (MATC) designed the Men of Color Initiative to increase educational and career outcomes for the 9,000 plus men of color that attend. The College has begun a series of 8-10 strategies to execute over the next 1-3 years – each aiming to move key data points reflective of student success including retention and persistence, course completion, and graduation.

MILWAUKEE AREA WORKFORCE FUNDING ALLIANCE

The Milwaukee Area Workforce Funding Alliance is a public-private consortium of funders of workforce development activities dedicated to advancing the capacity of the workforce system, improving career advancement opportunities for individuals seeking good jobs with family-supporting wages, and helping employers get skilled workers they need. Formed in 2008 to address the disparate ways funding for workforce development was allocated in the Milwaukee community, the Alliance brings together public, private sector, and philanthropic partners to invest in demand-driven models of workforce development that serve the needs of employers in high growth industry sectors. The Alliance increases employment opportunities that benefits both workers and employers by partnering with employers to develop pipelines for career advancement and advocating for policies that result in a better-coordinated workforce system between Milwaukee and surrounding communities.

MILWAUKEE AREA WORKFORCE INVESTMENT BOARD

The role of the Milwaukee Area Workforce Investment Board (MAWIB), started in 2011, is to coordinate a collaborative local workforce system that is flexible, seamless and responsive to the dual needs of Milwaukee job seekers and employers. MAWIB is a public-private partnership between government and business that plans and administers Workforce Investment Act employment and training programs for adults and youth in Milwaukee County, ensuring working age people have the skills that match employer needs. MAWIB links industry to job training and education systems, supports community-based workforce development agencies who works with local residents to help them gain access to career opportunities, and works with hundreds of employers to create a talent pipeline that gives adults and youth the knowledge they need to gain skills, find work and make informed career decisions that build ladders of success with a knowledge-based economy.

MILWAUKEE CHRISTIAN CENTER

The Milwaukee Christian Center believes all people deserve to be treated with compassion and respect. They exist to move people beyond the challenges of poverty through life-affirming programs and supportive services. MCC is a beacon of hope for the impoverished by compassionately guiding people out of poverty to create a community where suffering is alleviated, the inherent value of each person is cherished, and opportunities abound.

MILWAUKEE COLLABORATIVE OFFENDER REENTRY PROGRAM

The Milwaukee Collaborative Offender Reentry Program (MCORP) is a citywide effort that offers resources to returning offenders released from the state Department of Corrections on probation or parole. Started in 2010 as a pilot program through a partnership with the Milwaukee County District Attorney's Office, the Milwaukee Police Department and the Milwaukee Homicide Review Commission, the program's goals are to reduce re-offending. MCORP partners recently began using the program to guide the start of a similar program for juvenile offenders on probation or parole in Milwaukee under state supervision.

MILWAUKEE COMMUNITY JUSTICE COUNCIL

The Milwaukee Community Justice Council is an umbrella organization made up of Milwaukee-area criminal justice agencies and local governments responsible for the sentencing and rehabilitation of criminal and juvenile offenders. Founded in 2008 the council's mission is to work collaboratively to ensure a fair, efficient, and effective justice system that enhances public safety and quality of life in Milwaukee communities. The Council functions as an independent entity governed by key justice system leaders who are empowered to define broad justice system goals, monitor and analyze justice system performance, and facilitate collaboration between the justice system and the community at-whole.

MILWAUKEE COMMUNITY SCHOOLS PARTNERSHIP

The Milwaukee Community Schools Partnership is a strategy implemented by Milwaukee Public Schools and United Way of Greater Milwaukee to transform the way schools interact with its students, their families and the surrounding community to support the holistic needs of youth. The community based strategy places the focus on the whole child, with the understanding that a child belongs to a family, and that family lives and interacts within a larger community. The Milwaukee partnership works to develop authentic relationships between families, schools and the wider community to reorganize resources to impact academic supports, community and civic engagement, expanded learning opportunities, family engagement and school climate.

MILWAUKEE COUNTY DEPARTMENT OF DELINQUENCY AND COURT SERVICES

The Milwaukee County of Department Delinquency and Court Services (DCS) partners with the community to provide programs and services to youth and families involved in the juvenile courts system. Many services are provided in partnership with youth-serving agencies, allowing youth to have positive community connections. In addition to intake and supervision services provided, a number of DCS programs serve youth as a diversion from entry into the juvenile justice system and as alternatives to detention while court decisions are pending or following disposition from juvenile detention in effort to promote public safety and reduce recidivism.

MILWAUKEE JOB CORPS

Milwaukee Job Corps (MJC), a \$28 million education and job training facility serving hundreds of disadvantaged young people between the ages of 14 and 24 opened for business in January 2011. MJC is funded by the U. S. Department of Labor and offers free education and training that helps young people to learn a career, earn a high school diploma or a GED, find and keep a job, and make lifetime employment connections. MJC not only is the newest of 125 Job Corps centers located across the U.S., but was the first of the 125 centers to be built from the ground up specifically complementing the national Job Corps campus learning model.

MILWAUKEE MENTOR PARTNERSHIP

Milwaukee-based mentoring organizations are working to develop the Milwaukee Mentor Partnership to provide the infrastructure necessary to support the expansion of quality mentoring services across Milwaukee. The Milwaukee partnership will serve as a clearinghouse for training, resources and advocacy providing a critical link between local mentoring programs and organizations that fosters and support quality mentoring relationships for young people. Lead organizers of the Milwaukee Mentor Partnership include the City of Milwaukee, Big Brother's Big Sisters of Milwaukee, Center for Youth Engagement, Milwaukee Public Schools, Center for Self Sufficiency and the Milwaukee Bucks who have begun integrating mentoring as a critical component to local MBK action planning close opportunity and mentoring gaps for young people of color.

MILWAUKEE REENTRY NETWORK

The Milwaukee Reentry Network is setting the standard for change in reentry in Milwaukee by building the bridge from correctional institutions to the community. A collaborative partnership of government, social service, education, workforce development, and community and faith-based organizations, the network provides services to offenders in Milwaukee to help them step over the barriers that limit successful reintegration and affords them opportunities to not only reclaim their lives but unlock their potential. The Network is currently expanding services in the areas of workforce development to secure employment and job training opportunities for former offenders.

MILWAUKEE SUCCEEDS

Milwaukee Succeeds is a collaborative effort launched in summer 2011 by the Greater Milwaukee Foundation, Greater Milwaukee Committee, Metropolitan Milwaukee Association of Commerce, Milwaukee Urban League, United Way of Greater Milwaukee and Bader Philanthropies. Milwaukee Succeeds unites our community around a commitment to bring about lasting change to the way education works for children in Milwaukee and supports strategies that help achieve a shared vision of success for every child, in every school, cradle to career.

MILWAUKEE SUMMER READING PROJECT

The Milwaukee Summer Reading Project was created in response to a 2010 report from the National Assessment of Educational Progress (NAEP) that revealed that Milwaukee's black male third and fourth graders had the lowest reading scores in the United States. 84 black students entering third and fourth grade from across Milwaukee's education ecosystem participated in the program the summer of that year. The project uses research-based best practices in literacy support and instruction and has created partnerships with the Milwaukee Public Library, the Boys & Girls Clubs, Discovery World, SHARP Literacy, the Black Alliance for Educational Options and countless other community organizations committed to improving literacy and closing the achievement gap.

MILWAUKEE TALENT DIVIDEND

Milwaukee Talent Dividend is an initiative led by the Greater Milwaukee Committee (GMC) that builds upon regional collaborations between businesses, higher education, K-12 school systems, economic and workforce development agencies and community leaders to grow Milwaukee's regional talent pool and match the human capital needs of existing and emerging businesses. The initiative embraces strategies designed to increase the attainment of postsecondary degrees and technical certifications required to grow the regional economy. Milwaukee Talent Dividend also serve as a collaborative talent development pipeline for increasing work skills through expanded internship and mentoring programs, dual enrollment and cooperative education programs, job shadowing and career exploration programs, and targeted talent development initiatives.

NONPROFIT CENTER OF MILWAUKEE

The Nonprofit Center of Milwaukee promotes the interests and effectiveness of the nonprofit sector through strengthening organizational capacity, expanding volunteerism and encouraging collaboration.

PROJECT LAUNCH

Milwaukee's Project LAUNCH, started in 2009, in partnership with a State of Wisconsin and the Center for Urban Population Health, provides services to assure young children and their families access an array of programs that foster wellness in all areas of the life of a young child. The program consists of home visitation services that target pregnant women and parents of small children to promote social-emotional development, integration of behavioral health into primary and neo-natal care, and connection to community resources and supports to help children reach physical, social, emotional, behavioral, and cognitive milestones that prepare them to thrive in school and beyond. PROJECT LAUNCH is a component of the Milwaukee Health Department's Empowering Families of Milwaukee Initiative which also includes the Direct Assistance for Dads (DAD) project which provides one-on-one coaching and direct services to fathers and fathers-to-be with the goal of increasing their involvement in the early lives of their children.

RUNNING REBELS

The Running Rebels Community Organization (RRCO) was established in 1980 as a private, non-profit youth agency by its Founder and Executive Director Victor Barnett. His vision was to provide positive choices for youth facing the daily pressures of delinquency, drug abuse, truancy and teen pregnancy. Victor saw the need for a positive alternative outlet for central city youth combined with support and demonstrating that someone does care about their needs. Running Rebels is dedicated to developing Milwaukee's youth mentally, physically and spiritually.

SPARK EARLY LITERACY PROGRAM

The Boys & Girls Clubs of Greater Milwaukee's SPARK Early Literacy Program, piloted in 2005, brings literacy into all spheres of a child's life: home, community and school. With partner schools, teachers identify students in grades kindergarten through third grade who are struggling readers and during the school day, students receive one-on-one tutoring and small group instruction. Along with school day supports, students receive free membership to their local Boys & Girls Clubs where they get additional mentoring and take part in literacy enrichment activities.

TEAM UP COLLEGE ACCESS CENTERS

Milwaukee Public Schools operates two community-based TEAM UP College Access Centers within the Milwaukee area – one on Milwaukee's north side and the other on Milwaukee's south side. Centers provide students and families with easily accessible direct services that support college access and engage families in the support and reinforcement of college attendance for Milwaukee students. Founded in 2011, TEAM UP centers also serves students through non-profit organizations and offers an array of workshops for students and parents.

UNITED WAY OF GREATER MILWAUKEE

United Way of Greater Milwaukee & Waukesha County changes lives and improves our community by mobilizing people and resources to drive strategic impact in Education, Income and Health.

URBAN UNDERGROUND

Urban Underground is dedicated to promoting the next generation of leaders committed to building safe and sustainable communities. They advance their mission through youth-led social justice campaigns in the areas of health, education, public safety, and juvenile justice reform.

UW-MILWAUKEE AFRICAN AMERICAN MALES INITIATIVE

The University of Wisconsin-Milwaukee African-American Male Initiative (AAMI) is a consortium of campus and community partners that harnesses resources to rally around Black males in Milwaukee and provide them pathways to higher education and other post-secondary opportunities. AAMI leads the region's research and evaluation efforts that address black men and boys, offers an annual summit black male youth, educators, parents and school leaders, serves as a clearinghouse of information and community provider support, and provides mentorship and college exposure opportunities to black male middle and high school students, helping remove obstacles to college enrollment. AAMI also supports black male students attending UWM by providing academic and social supports that increase retention, graduation, and career readiness.

WRTP/BIG STEP

The Wisconsin Regional Training Program (WRTP)/BIG STEP is an industry-led, worker-centered and community-focused regional workforce development organization whose mission is to enhance the ability of private sector organizations to recruit and develop a more diverse, qualified workforce in construction, manufacturing and emerging sectors of the regional economy. The success of WRTP/BIG STEP lies in the success of those it serves. WRTP has trained thousands of individuals in our community, many males of color, and last year placed over 215 individuals in jobs with an average hourly wage of \$18.47.

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